# Sales Management MARKETING



It's NOT an Occupational Disease **Among Executives** 

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**Future Sales Ratings Board Predicts:** 

Recession Turn-Up in This Quarter

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**Sales Projections** to 1961-63 Of 734 **Public Corporations** 

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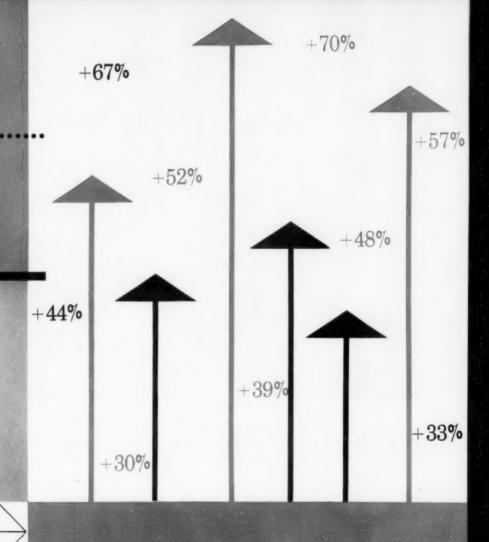
From Now to 1961-63

18% Gain in GNP

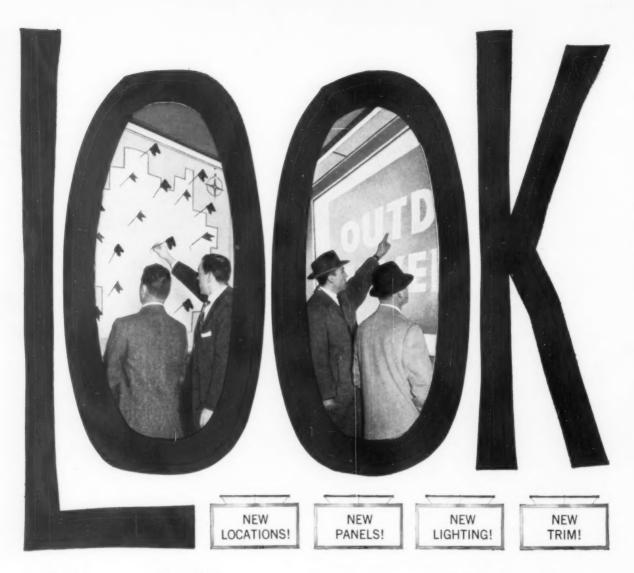
**How Much for You?** 

**Business Is What You Make It** 

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### GOA



### invites you to see the NEW LOOK

Hop in a car with your local GOA branch manager—he'll show you what's new in outdoor advertising. He'll show you that as urban and suburban patterns change, GOA poster panels shift accordingly. He'll show you why GOA removes panels from some areas, erects new ones in others, moves panels in certain areas and rebuilds panels to better har-

monize with the entire community.

You'll notice greater individuality of panels, a new look in appearance and a brighter look from the new triplepower hi-fluorescent lighting.

In the past three years, GOA has invested over \$10-million in modernization to give you the most for your advertising dollar. For a private

showing of this dynamic NEW LOOK, call your local GOA office. It's well worth the time!



General Outdoor Advertising Co.

615 South Loomis Street, Chicago 7, Illinois

NBC Radio's new salesvertising plan solves an important problem for national advertisers with moderate budgets. That is, how to activate all units of the distribution pipe-line in a marketing program. Salesvertising magnifies the value and impact of an advertiser's network radio campaign, by getting greater action from his sales forces, wholesalers and retailers—to the point of stimulating local dealer tie-ins at local dealer expense!

PROOF For Waverly Fabric's first campaign, 2,376 stores bought 13,000 spots on NBC Radio affiliates. Waverly had never used network radio before... now slates 80% of its budget to NBC.

PROOF 5,000 local tie-in spots were placed by Evinrude dealers on NBC Radio's affiliated stations. "This year's NBC Radio schedule will be 40% higher," says Evinrude.

PROOF Prior to 1957, only 8% of North American Van Line agents used local radio. Due to NBC Radio's SALESVERTSING action, 81% of NAVL's key agents now tie-in locally. Retail tie-ins are just one phase of the activation generated by SALES-VERTISING. Everyone—right down the line—shares the excitement of a close-knit selling campaign planned to achieve benefits for all. SALESVERTISING plans are custom-designed for each advertiser. Your inquiry is invited for details and success stories in other industries. SALESVERTISING is an innovation in efficient marketing, developed by the NBC RADIO NETWORK.

# SALESVERTISING IN MOTION FOR YOU!



#### Call off the Hidden Persuaders!

Bert Ferguson Exec. Vice-President, WDIA



It didn't take the Hidden Persuaders and Motivation Research boys to discover: THE MEMPHIS MARKET IS DIFFERENT!

And unless you know a few pertinent facts, ou may be missing high volume sales in 40% of this great and growing market! This 40% onsists of the Negroes in the Memphis market

#### FACT NO. 1: THIS 40% IS SOLD ON WDIA!

Low Negro newspaper and magazine reader-ip and low percentage television ownership nong Negroes mean that you can't reach the egro with these media.

Negro with these media.

WDIA, only 50,000 want station in the area, programs exclusively to Negroes. This unmatched personal appeal commands the Negro's loyal, sales responsive listenership. He first listens to WDIA—then buys the products advertised on his station! Result: WDIA literally delivers this market to you—as a unit!

#### FACT NO 2: THIS 40% SPENDS 80% ON CONSUMER GOODS!

Let's translate percentages into figures. WDIA reaches—and sells—40% of the Memphis market. And, there are 1,237,686 Negroes in WDIA's listening pattern. The largest market of Negro consumers in the entire country! What's more, these Negroes spend, on the average, 80% of their income on consumer goods! And last year, that income added up to an overwhelming \$616,294,100 total!

to an overwhelming \$616,294,100 total!

The Memphis Negro is buying more consumer goods because he has a higher comparable income than Negroes in any other area in the whole country. He plays a vital role in the Memphis area's booming economy. In a 129-city survey by one of the country's largest corporations, Memphis ranked first in ratio of total Negro to total white income. The Memphis Negro earned \$28.79 for every \$100 of white income. Compare this with \$6.59 for every \$100 in New York . . . \$8.22 for every \$100 in Philadelphia!

#### FACT NO. 3: THIS 40% BUYS QUANTITY . . . AND BUYS QUALITY!

Last year, Negroes in the Memphis market bought 63.7% of the cooked cereals sold in Memphis . 41.6% of the bread . . 48.1% of the canned meat . . . 48.7% of the salad

WDIA consistently carries a larger number of national advertisers than any other station in Memphis. It's an impressive list, including such year-round advertisers as:

CARNATION MILK ... KRAFT MAYONNAISE
DOMINO SUGAR ... ESSO STANDARD OIL COMPANY ... LIGGETT AND MYERS TOBACCO COMPANY ... NATIONAL BISCUIT COMPANY ... TAYSTEE BREAD ... WRIGLEY'S SPEARMINT CHEWING GUM

WDIA—and WDIA alone—sells the Memphis Negro market. WDIA can wrap up this high volume market for you—in one neat package!

Write us today for facts and figures. Let us show you how WDIA can be a high-powered selling force for you—in this big buying market!

#### WDIA is represented nationally by John E. Pearson Company

EGMONT SONDERLING, President HAROLD WALKER, Vice-President, Sales

# Sales Management

April 4, 1958

Vol. 80, No. 7

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

#### HIGHLIGHTS

#### 1961-63 SALES PROJECTIONS

Your main concern right now, as far as your company goes, is what's going to happen during the next nine months. But if you're wise, you are also looking beyond. Here's a special study made for SALES MANAGEMENT by The Value Line Investment Survey which shows 1961-63 sales projections for 734 public corporations. If you are an executive in one of those companiesor if you sell to any of them-you'll find this study of major interest.

33

#### WORLD'S BEST SELLER

You won't find this book listed in the weekly 20 best sellers. But this item—in black—is big business in the book industry. Bigger than Peyton Place, bigger than Norman Vincent Peale's uplifting messages-it's the Bible.

111

#### TURN-UP THIS QUARTER

That's the censensus of opinion of SALES MANAGEMENT'S 307man Future Sales Rating Board. This group of economists and marketing men views the future with optimism as it rates 114 different industries.

62

#### WANT MORE ORDERS?

A high ratio of orders to calls isn't nearly so much a matter of peculiar genius as it is a matter of conscientious observance of the fundamental rules of good salesmanship. These toooften-forgotten A-B-C's show you 26 ways to get more orders now. They are being released today-April 4-by the editors of Grey Matter, publication of Grey Advertising Agency, Inc.

38

#### CONTROLLING COSTS

Schering Corp. has gotten its teeth into cost control through a special officer whose primary function is that of policing costs. Managers and salesmen alike know where they stand, have yardsticks which enable them to measure the efficiency of their own performance. In this interview, Herman W. Leitzow, vice-president, sales, tells how the system works and reveals profit making results.

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Audit Bureau of Circulations



Associated Business Publications

NBP

National Business **Publications** 



Magazine **Publishers** 

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the teath of the month. Affiliated with Bill Brothers Publishing Corp, Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa., WAlnut 3-1788; Philip Harrison, Publisher; Robert Letvin, Editor.

#### WHY ARE YOU TENSE?

If you are tense—believe it or no—it's not an occupational disease. Only 13.3% suffer from tension—and among sales and promotion executives, the average is just slightly higher. If you're tense, it's not your job, it's within yourself.

#### BEATING THE DIP

There's a recession in California too. But Ray Polverini, president of small but aggressive Pioneer Mfg. Co., says: "The answer to Sales resistance may be as simple as digging for new ideas." Pioneer is out to equal or exceed last year's volume through a change in sales tactics. They're outlined on page....

#### NO BLUES AT BLACKHAWK

Here's a company that is spending no energy moaning about recession. Business is good and they intend to keep it that way... with a new product... better-informed salesmen... more salesmen... financial and merchandise awards incentives.

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# NATIONAL SHEET PROTECTORS OF DUPONT'S MYLAR\*

Here's a transparent film so light-weight and thin it can accommodate up to 50% more material in a ring binder. It's strong, durable and scratch-resistant and Mylar stays crystal-clear despite repeated handling. Unaffected by moisture, temperature, age. Your valuable sales presentations, reports, displays, photograph album sheets deserve Mylar's extra protection.

Available in 2 thicknesses — .0015 gauge for greater capacity and economy, and .002 gauge for the ultimate in strength and transparency.

\*DuPont's registered trade mark for its polyester film

FREE SAMPLE	
NATIONAL BLANK BOOK COMP Dept.114, Holyoke, Mass.	ANY
Free Sample Please send me sa sheet protector and literature.	ample
Name	
Company	
Street	
CityZoneState	

# Is it edited

Norristown, Pa. hasn't voted for outside magazine, newspaper or t.v. as its favorite reading or looking. Neither has any community. But much advertising is scheduled as if it

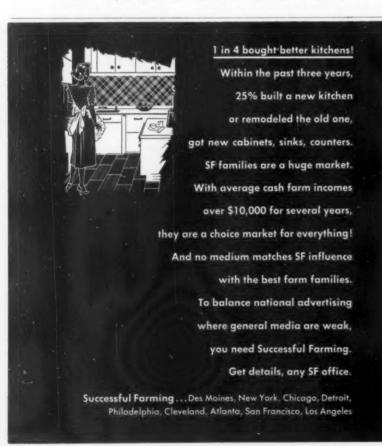
Thousands of tests still prove locally edited newspapers produce most of your dealers' sales of your products. In Norristown Pa. everybody reads the Times Herald, Montgomery County's No. 1 newspaper. Proven the best sales producer among Montgomery County's 463,000 people or 127,900 families.

Phone Philadelphia, Market 7-2692 or Norristown, Pa. Broadway 2-2500 for details.

## Times Herald

NORRISTOWN, PA.

National Representative: The Julius Mathews Special Agency



## Sales Manageme

EXECUTIVE OFFICES, 386 Fourth Avenue New York 16, N. Y. LExington 2-1760

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> U. S. and Canada: \$10 a year Foreign: \$15

#### ADVERTISING SALES

For Offices and Personnel

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Bill Brothers Publications in MARKETING



(in addition to Sales Management): Sales Meetings, Tide, Premium Practice, INDUSTRIAL: Rubber World, Plastics Technology, MERCHANDISING: Fast

Food, Floor Covering Profits and Tires, TBA-Merchandising. Copyright, Sales Management, Inc., 1958

#### **New Customers are Best Customers**

In today's market, if you want to sell *more*, you have to get *new* customers. It's the sure way to increase sales. And the best source of new customers is *young* families.

Young families have new homes to furnish, new babies to feed, to clothe and to doctor. They're at the one time in their lives when their needs are greatest. Every item it takes to run new homes and raise young children... food, furniture, appliances, baby products and a thousand and one other things...has to be bought now, and in the years just ahead.

To get your sales story to young families, you have to tell it in a medium they read. Most

general and women's magazines have older audiences, with a median age of 35, 40 or even older. But screen-romance magazines like Modern Romances and Modern Screen are read by young marrieds, mostly in their twenties. These are the wives and mothers who are the purchasing agents for young families. They are your best source of new customers. Take a look at the chart, and you will see that, for reaching young married women, there is nothing like screen-romance magazines. And in screen-romance magazines, there is nothing like Modern Romances and Modern Screen. They'll sell your products to young families all over America.

MARRIED	WOMEN	18-24	YEARS	OF AGE
MAKKIED	AACMIEIA	10-74	IEMRO	OF AGE

MAGAZINE	%
MODERN ROMANCES	32.1%
TRUE CONFESSIONS	29.0
TRUE STORY	25.6
MOTION PICTURE	24.4
PHOTOPLAY	21.8
MODERN SCREEN	20.7
EBONY	17.9
PARENTS'	16.7
REDBOOK	15.5
LIVING	13.3
T.V. GUIDE	11.7
FAMILY CIRCLE	11.0
COSMOPOLITAN	10.5
CHARM-MADEMOISELLE	9.9
GOOD HOUSEKEEPING	9.3
FAMILY WEEKLY	9.0
LADIES' HOME JOURNAL	8.4

#### **MODERN ROMANCES — MODERN SCREEN**

Source: Starch 52nd Consumer Magazine Report; chart on married readers 18 years and older

Your keys to new young customers

DELL PUBLISHING CO., INC., 261 FIFTH AVENUE, NEW YORK 16, N.Y.

## Let United help crowd your next convention these five ways



- United's route covers 80 cities coast to coast, many popular convention centers—even offers direct service to Hawaii.
- 2. United's luxury Red Carpet\* flights pamper your members, make travel a treat they look forward to!
- United's low-fare CUSTOM COACH Service brings out the crowds with budget fares that include delicious hot meals, DC-7 speed, and "stretch-out" comfort.
- United's all-radar-equipped fleet means smooth, dependable flights, more on-time arrivals.
- 5. **United's service** is personalized for your members' benefit, includes travel planning for them, and promotional aids for *you* to help spark attendance.

Full details on United's convention service is yours for the asking. Call your nearest United office. Or write M. M. Mathews, Mgr. of Convention Sales, United Air Lines, 36 S. Wabash, Chicago 3.



#### P.S. Two other United services for the convention planner:

- reserved air freight guarantees space for shipping all your convention material economically.
- post-convention tours at low prices are available to popular vacation spots from New England to Hawaii.

\*Red Carpet is a service mark owned and used by United Air Lines. Inc.

#### EDITORIALS

#### Anybody Tried to Sell You Anything Lately?

At its March 2 luncheon the Cleveland Advertising Club asked members and their guests to fill out a questionnaire telling of their recent experiences as buyers.

The question, and the answers from 226 executives:

"Has anybody, since January 1 (by phone or in person) asked you to buy":

	Yes	No
An automobile	16%	84%
Home appliances	4	96
Office appliances	16	84
A house	7	93
Fur coat for your wife	1	99
A new suit of clothes	13	87
New furniture	6	94
Insurance, any kind	43	57
A color TV set	1	99
A Hi-Fi set	3	97
A vacation tour	4	96

Try the question in your own office or your club. Chances are the "yes" answers will be even worse. Apparently only insurance men know what old-fashioned selling means. The others must be "too proud to fight."

They're the same ones, probably, who are most vociferous in their demands that "Washington should do something about it." So far in this recession—or whatever-you-call-it—the selling side of American business has hardly distinguished itself, and this seems to be true of all the links in the distribution chain from manufacturers to home.

#### Forced Sales

We have all had the experience of receiving merchandise — with a bill — for an item we didn't order. Sometimes it comes from an unscrupulous commercial seller, sometimes from a charity of dubious distinction. You are asked to pay, or to return the merchandise. We do as you probably do — throw the item away or give it to a worthy charity, or, intending to do one or the other, forget to do either and use the item, but with no pang of conscience.

The representatives of a big, reputable company are trying the same sort of plan, and we don't think it is good business.

The other day a consumer customer of the Borden Company found a paper carton of cottage cheese at his door, along with a card reading:

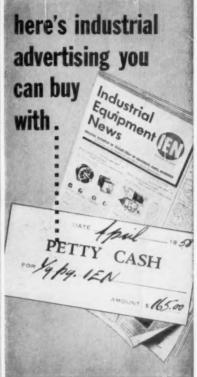
"Dear Customer:

One of the most delicious and nutritious forms of protein is cottage cheese, just the thing for meatless meals. Please try the package, and I am hoping you will use it frequently. If not wanted, please return it.

Your Borden milkman"

The wife said, "A lot of nerve! If I wanted cottage cheese I would have ordered it. Now they ask me to either return it or pay for it."

We reassured her that it must be a complimentary trial package, that Borden wouldn't stoop to any such form of forced acceptance. She didn't agree, and said she would prove her point by leaving a



#### A MESSAGE TO ADVERTISERS WITH TIGHT BUDGETS AND NO BUDGETS

Think of being able to saturate 4/5ths of American industry for only \$165 to \$175 a month . . .

To influence the specifications and purchases of more than 70,000 product selectors in the top 40,000 establishments in all 452 industries.

To back-stop and amplify your coverage in all o'her industrial media . . .

To cover all <u>new</u> markets while re-selling present

To receive inquiries from numerous prospects not now on your books, many of whom will specify why they are interested and state their problems . . . an IEN exclusive . . .

All for only \$165 to \$175 a month, in these days of the inflated ad dollar!

Can you match this for advertising economy? Surely your firm can find \$165 a month to blanket 80% of U. S. industry.

Details? Send for 26-piece complete Media Data File Folder and 20-page brochure: "Your Markets Are Changing."





Now only the 4
largest U.S. cities\* have
newspapers with more
circulation than the
Minneapolis Sunday Tribune

625,000

In Minnesota, North and South Dakota, western Wisconsin



\*New York • Chicago • Los Angeles • Philadelphia

Minneapolis Star and Tribune

625,000 SUNDAY · 495,000 DAILY

JOHN COWLES, President

note for the milkman. She did, asking him, "Was that cottage cheese a gift from Borden, or to be charged on my bill?"

His answer that morning was crisp and explicit: "Cheese was no gift."

We say that's bad selling, even though Borden may tell us it has worked for them on orange juice and chocolate milk.

#### Can't Sell from an Empty Wagon

If you lived in Marinette, Wis., and you wanted to buy some hand screws the other day from one of the local stores you would not have found them in stock. But before you damn the retailer for poor inventory control let him tell you that he ordered plenty of them from the Milwaukee wholesaler who serves him. Furthermore, he will tell you that he ordered nine standard items, only three of which were shipped by the wholesaler. In this day of surplus, six items were back ordered!

We are indebted to Elmer Tryon, advertising director, Marinette Eagle-Star for passing along the details of this amazing situation. Subscriber Tryon also tartly observes, "If this is typical of many wholesalers, we are doing better than 'just talking ourselves into a recession.'"

Which reminds us, if you have not seen Dun & Bradstreet's famous lithograph of The Old Peddler, "You Can't Do Business From An Empty Wagon," you can obtain a single free copy by writing to Dun & Bradstreet Inc., 99 Church Street, New York 8, N. Y.

#### "Oh, That's Just an Ad!"

That all too familiar disparaging remark may be leveled against your own advertisements if you in selling do not protest actions like this one:

"Giant star Willie Mays agreed to endorse all of San Francisco radio station KSAN advertisers' products for an undisclosed sum."

KSAN has just signed up Laura A. Scudder Food Products for 30 spots a week and has received permission to use Willie's picture and endorsement in all publication advertising and merchandising display.

Morse Smith, vice-president in charge, Industrial Equipment News, does not have anything to do with so-called consumer products but he does ask a question that each of us should face up to:

"How much plainer can we make it that many product endorsements used for advertising and promotion just aren't worth the powder to blow them up and, as proven by this news item, are planned and deliberate misrepresentations to the consumer public?"

#### It's a Leadership Depression

That's the way Red Motley of Parade, who gets around the country more than most of us, describes our present economic situation.

That's an indictment of government and business, of which all of us are a part.

"If this job"—recovery—"is going to be done, we're [sales people] going to do it," declares Motley.

# Sell more to a MILLION MEN who BUY BIG

Starch 52nd Consumer Magazine Survey proves Elks a mighty market for any consumer product.

Their above-average incomes afford above-average living. Among **55** leading magazines surveyed, readers of the **Elks Magazine** are SECOND with incomes of over **\$5,000**. They are FIRST among OFFICIALS and PROPRIETORS.

In single and multiple car ownership you'll find Elks among the LEADERS of all of the readers of the 55 magazines surveyed.

Whether the product cost is large or small you can confidently count on the Elks as a foremost market, a free-spending market and one that strongly influences the buying habits of other people who know them. Their social obligations require generous buying and their many activities broaden their influence to help build bigger markets for those who advertise to them.



MAGAZINE

New York Los Angeles Portland, Ore. Chicago

#### MEETING PLANNERS HANDBOOK

Handy, pocket-size booklet contains reprints of some of the most popular articles on meeting planning that have appeared in Sales Meetings Magazine.

#### 32 pages—more than 14 articles

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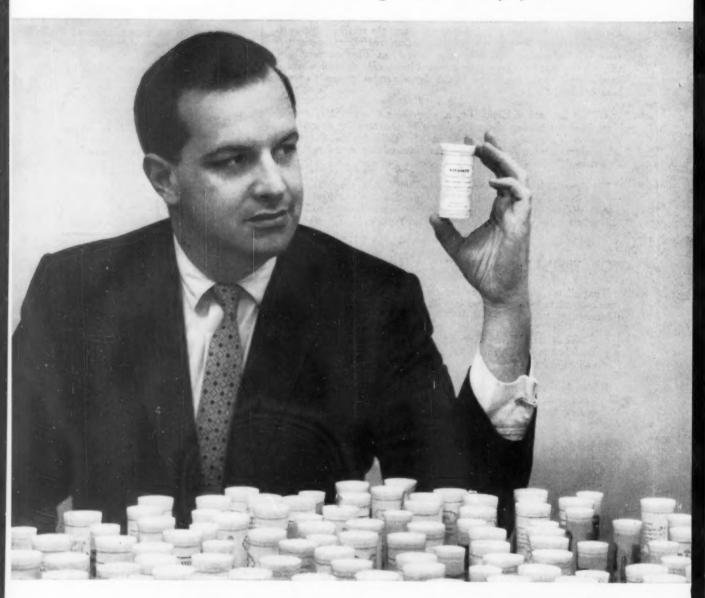
What I've Learned from My II,000
Speaking Engagements
Put Small Groups to Work for
Idea Developments
Guided Conference: Good Substitute for
Skilled Leadership
Why Doesn't Brainstorming
Always Seem to Work?
Buzz-Write Workshop Insures Participation
A Conference Is a Contest—
Do You Win Or Lose?
If It's Worth Saying It's Worth Reporting
How Bankers Become Good Speakers
43 Ways to Excite Interest in
Your Meeting Objectives
For the Modern Meeting Planner:
Guide to Styles, Groups, Methods
Good Audiences—Made Not Born
It's Real Work to Plan Women's Activities
Your Planning On-the-Spot Program
Change Is Valuable
How to Get the Most Out of Hotel Service

Send 50 cents in coin to:

Readers' Service Dept.

SALES MEETINGS Magazine 1212 Chestnut St., Phila, 7, Pa. Vitasafe to Celluplastic:

"Thanks for millions of molded plastic containers that add thousands of dollars to our profits every year."



Monsanto supplies a large variety of Lustrex\* styrene molding compounds to America's leading molders of plastics packaging



\*LUSTREX: REG. U.S. PAT. OFFICE

#### Mr. Samuel Josefowitz, President of Vitasafe Corp., reporting:

"In a few short years, we have become the world's largest vitamin subscription service. Much of the credit goes to the molded package we use. Here's why.

"In our business the package must sell on sight by appearing attractive and inviting in our ads. In short, it must generate orders.

"Weight is a big problem, too, because of the 8-ounce limit on third class mail. If weight increases our costs by even a penny per package, the increased cost amounts to more than \$30,000 each year.

"Breakage is another problem... in shipping, and in high speed packaging. Eighty units a minute can put plenty of wear and tear on the container.

"Labelling still is another costly consideration. Government regulations require a printed list of all ingredients on every package.

"Celluplastic, a leading package molder, was given our problem. Their answer: an attractive molded styrene container, light in weight (2 containers in one package weigh under 8 ounces!), rigid enough to protect the product and preserve package appearance, flexible enough to resist breakage, moisture-proof to protect vitamin capsules against deterioration, and with a smooth surface that takes printing beautifully and even makes 5-point type legible!

"We figure that the molded plastic containers save us at least \$50,000 a year in mailing costs alone!"

What package will do the most powerful selling job for your product, at the least cost? The plastic package molder can offer valuable assistance in answering these questions. His analyses of sales and cost requirements are based on long experience in marketing. His package design services are both practical and imaginative. His productive facilities can supply molded packages by the hundreds or millions, in the most effective size, shape, or strength, and at the right price.

Talk over your packaging plans with a molder. Marketers in many fields have—with gratifying results . . . and profit.



Molded plastic vials, jars, and other cylindrical containers are molded by Celluplastic Corporation (Newark, N. J. and Fitchburg, Mass.). Here Mr. Dan Proctor, V.P. in charge of Sales, points to a few of the more than 100 different sizes and shapes produced by this leading package molder.



Molded plastic containers, produced by Celluplastic, hold to fine tolerances that most other materials would find impossible to maintain at the extremely high rate of plastic package production.



Printing on the molded plastic containers is both decorative and functional, eliminating the need for a separate labelling step. Celluplastic's library of printing inks includes over 250 colors and shades. Its printing process can apply 5 different colors to a package in addition to the color of the plastic background.









Learn the inside story on how to save money and worry...whether you're moving your own household goods or are handling the move of company personnel and equipment. Ask your local NVL affiliate for this unusual booklet, or write Dept. C. National Van Lines, Inc., National Plaza, Broadview, Illinois. (in Chicagoland)



AMERICA'S PIONEER NATIONWIDE MOVING COMPANY



New York's largest skyscraper hotel. 2500 rooms, all with both & free radio—tele-vision in many. Meditation Chapel open to all faiths. Midtown location. Direct entrance to Pennsylvania Station. Three air-conditioned restaurants.

LAMP POST CORNER . . OST CORNER . . . COFFEE HOUSE GOLDEN THREAD CAFE

Doubles Singles from \$11 from \$7 from \$23

JOSEPH MASSAGLIA, JR., President CHARLES W. COLE, Gon. Mgr. Other MASSAGLIA HOTELS

- . SANTA MONICA, CALIF. Hotel Miramar
- SAN JOSE, CALIF. Hotel Sainte Claire
- . LONG BEACH, CALIF. Hotel Wilton . GALLUP, N.M. Hotel El Rancho
- · ALBUQUERQUE, Hotel Franciscan
- DENVER, COLO, Hotel Park Lane
- WASHINGTON, D.C. Hotel Raleigh
- . HARTFORD, CONN. Hotel Bond
- PITTSBURGH, PA. Hotel Sherwyn CINCINNATI, O. Hotel Sinton
- NEW YORK CITY Hotel New Yorker HONOLULU Hotel Waikiki Biltmore

World-famed hatels Teletype service—family Plan

#### CORPORATE CLOSE-UP

#### No Recession at Bell & Howell Just New Products and Sales



"Although it will undoubtedly become increasingly difficult to turn sales gains into comparable profit gains, at Bell & Howell we are planning to increase both sales and earnings in 1958."

Quite an optimistic statement isn't it. Just one of many which try to counteract the pessimistic business reports? No-there's a big difference here. Charles H. Percy, Bell & Howell's president at 29 and still a youthful wonder at 38, will tell you how he plans to beat the recession

"We base our optimism on our new product development program —new products introduced during 1957 and those scheduled for 1958." He estimates that B & H products marketed since mid-1956 will account for about 50% of sales this year. "However, we expect to work harder than ever before in our peacetime history to achieve this result. It is going to be that kind of a year.'

"Chuck" Percy has reason to hold faith in new and improved products. Twenty-five percent of 1957's \$52,218,476 sales total was from 14 products introduced during that calendar year. Products introduced since 1952 accounted for 75% of that total. In spite of the country-wide dip, B & H's sales were 14.5% above 1956-and the earnings picture was even brighter. Net earnings jumped about 18% above 1956.

First-quarter 1958 sales and profits are "considerably up" over the same period last year. And Percy will spend the money to keep them that way all year long. The company will invest the largest amount of money it has ever spent in one quarter during the current second quarter on advertising and sales promotion.

Where's the money going? Mostly on new products. 1: The new Auto Load projector, the first automatic threading 8mm home movie projector-introduced late last month and now being received by dealers. 2: The four new models of its 8mm electric eye cameras with several new features and lower prices. 3: Sun Dial Cameras. TV participation investments alone will total about \$450,000.

To get Bell & Howell salesmen "working harder than ever before," the firm's Marketing Division, under Carl G. Schreyer, vice-president of marketing, is sponsoring two contests. One is for retail dealer salesmen. The prize: shares of Bell & Howell stock.

Another will be held for the company's salesmen. Three winners will be selected. Each will receive a one week, all expense paid, trip to Las Vegas for himself and his wife. In addition, while the winners are at the gaming tables their territories will be assumed by either Schreyer or other Bell & Howell executives. It's a good way to get your boss to do your work.

During the firm's early years, precision 35mm professional equipment designed by Albert Howell took the flicker out of the primitive "flickers" of the day and ended the confusion of film sizes that plagued the infant motion picture industry. It also began Bell & Howell's success scenario. The movies went to Hollywood. But Hollywood still comes to Chicago, and B & H, for its equipment.

# How to see the big picture Once upon a time there was an industrial advertising manager who was the envy of all his tribe. "Look at

Once upon a time there was an industrial advertising manager who was the envy of all his tribe. "Look at Joe," the other advertising managers would say, "he does whatever kind of advertising he wants. His ads are artistic. I wish I had ads like his to show my wife."

Then came the revolution—marketing revolution, that is—and Joe was no longer the envy of anyone. In fact, the others went out of their way to avoid him because he was always asking if they had heard of a job opening for an artistic advertising manager, or even an artistic assistant advertising manager.

Moral: Man who looks only at art may not see big picture at all.

This little fable applies to advertising agencies, too. The day of the ad manager and agency who operate "on their own" is waning fast. It is no longer enough for them to dream up ads designed to impress their comrades in the advertising business. It is more and more essential to build messages that will stimulate customers to buy something.

This can only be done when each ad—however artistic or otherwise—is created not as an end in itself, but as one small mosaic in the "big picture" of marketing. This is not to say that each individual ad is unimportant, or that it should not be artistic in terms of visual and emotional impact that comes from a high degree of creative ability.

It is to say that successful advertising can be created only when those who create it can see the big picture, and this cannot be seen from an ivory tower. It must be seen through the eyes of company management, sales management, salesmen, distributors, dealers. And customers.

Our whole approach to our job is based on that belief. That is why we offer a complete marketing service: advertising, public relations, and marketing research. That is why we retain as consultants five professors of marketing in universities near our four offices.

Through these physical facilities we offer an approach to client marketing problems that is very simple and yet, apparently, unique. It is a service that goes deeper, we are told, than that offered by most agencies. It is outlined in a booklet called "The Marsteller-Rickard Method." We'd like to send you a copy.

Marsteller, Rickard, Gebhardt and Reed, Inc.

ADVERTISING

NEW YORK • PITTSBURGH • CHICAGO • HOUSTON

AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

# "ADVERTISING CLOSES THE GAP BETWEEN PRODUCT DEVELOPMENT AND SALES"

"Speed is the key to success in our industry," states Nelson Havill, General Sales Manager of Potter & Brumfield, subsidiary of American Machine & Foundry Company. "With demand for new and more complex relays expanding daily, we must constantly design new and superior structures. Equally important, we must keep more than 150,000 engineers, designers and buyers informed of our progress. To do this, we depend on business magazines. Undoubtedly, advertising in leading business publications reduces the time between product development and sales to a *profitable* minimum."

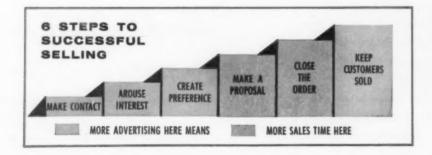
"mechanize" your selling by concentrating your advertising in the one or more McGraw-Hill publications serving your markets. Through "mechanized selling," you reach your most important prospects... create interest and preference for your brand... keep them sold. In addition, you will give your sales representatives more time to concentrate on making specific proposals and closing sales.

#### McGRAW-HILL PUBLICATIONS

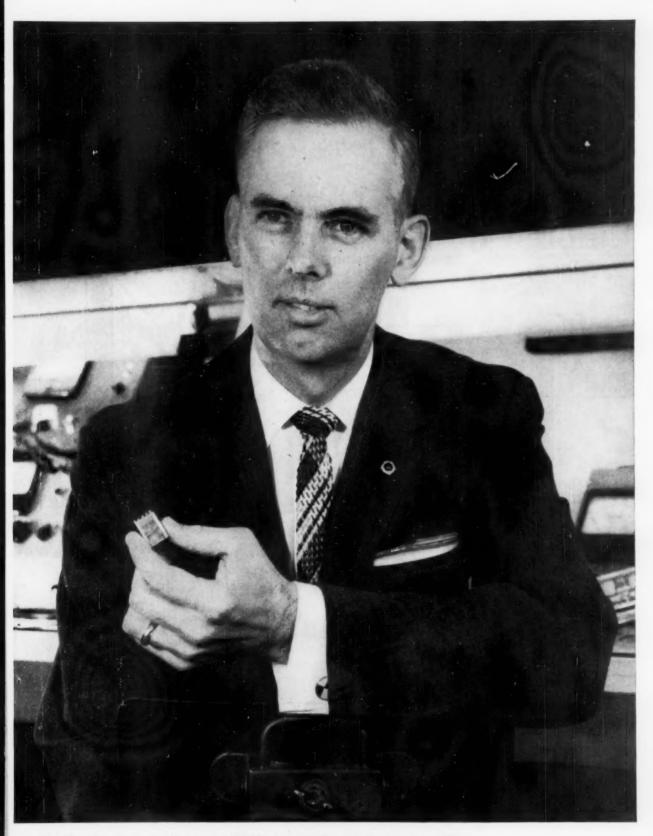


McGraw-Hill Publishing Company, Incorporated 330 West 42nd Street, New York 36, N.Y.









Mr. Havill is shown holding one of P&B's newest micro-miniature relays. The Princeton, Indiana, company manufactures nearly 60 different relay types.

Power... to get action...
to move people... to sell goods

#### THE CHICAGO DAILY NEWS

is first in general advertising among all evening newspapers in the United States



USE THE POWER OF THE "NEWS" IN CHICAGO

This Is What's Wrong with Business Today!

Too many <u>managers</u>...
... not enough <u>leaders</u>

Too many "<u>tellers</u>" ...
... not enough <u>sellers</u>

Too many <u>planners</u>...
... not enough <u>doers</u>

Too many <u>memos</u>...
...not enough <u>orders</u>

Too much <u>talk</u>...
...not enough <u>action</u>





# "Nothing else could be so exciting"

... says NBC's Bob Sarnoff about his busy week, his big job ... and the battle of the programs

In two years young President Sarnoff has switched NBC program tactics, streamlined its management setup. A remarkable achievement in so short a time, particularly here in an industry where the clock is the cash register . . . where millions are invested in minutes. As an authority on rapid-fire "communication," it's quite natural that Bob Sarnoff turns to Business Week as do so many of the management men around him (over 400 fellow subscribers in RCA). Business Week's performance is all business-more business news channeled here than in any other general business or news magazine . . . and edited with a compatible regard for a busy man's time. That this is business' best-rated show there is no question, for management men everywhere acclaim Business Week "most useful" in its field . . . confirm

their personal judgment by consistently investing more advertising pages in it than in any other general-business or news magazine. You advertise in Business Week when you want to influence management men.



A McGraw-Hill Magazine: Member Audit Bureau of Circulations

#### Significant Trends (continued)

#### EXPENSE ACCOUNT RULING REVERSED.

Sales people, probably more than any other group, have been "anxious" about the final word on what the Internal Revenue Service wants in the way of an individual expense accounting. At last that word has come. The IRS has announced a proposed regulation which would require a listing of the total amount of business expenses only by the taxpayer who **does not** account to his employer for such expenses. Here's how the IRS explains it:

"Under the proposal, the employee who does account to his employer for his business expenses will not be required to report such expenses on his tax return, either itemized or in total amount. This taxpayer, however, must state on his return that business expense funds received by him did not exceed the ordinary and necessary business expenses paid by the employee, or if they did that the excess has been included in income. This requirement will substitute for the present 'Line 6a' requirement on the tax return.

"The requirement for an employee who does not account to his employer specifies that he must report on his return the total of expenses, including expenses for travel, transportation, entertainment and other purposes, which are incurred by the employee under a reimbursement or other arrangement with the employer, or are otherwise charged directly or indirectly to his employer.

"The employee who **does not** have to account to his employer must, in addition to reporting a total of his business expenses, also include a statement showing his occupation, the number of days away from home on business, and the amount of his expenses (including those charged to the employer) broken down into broad categories.

"The proposed regulation makes it clear that the Internal Revenue Service may require any taxpayer to substantiate information concerning the expense account as may appear warranted in determining tax liability, but the taxpayer will not ordinarily be called upon to do so (except in the cases of expenses for which the employee **does not** have to account to his employer.)

"The proposed regulation is designed to minimize abuse of business expense accounts so as to produce tax free income, while not imposing upon millions of other taxpayers unnecessary hardship which detailed record keeping of relatively minor expense accounts would require."

These provisions were printed in the Federal Register on March 12 for the purpose of receiving written comment within 30 days from the date of publication. Mail turned the tide on the previous expense account ruling. [See "What Reimbursed Expense Ruling Means on Your '57 and '58 Tax Returns," Sales Management, Dec. 6, 1957, page 33.] If you like the new proposed ruling—or if you don't—express yourself by writing:

Mr. Russell C. Harrington, Commissioner Internal Revenue Service Internal Revenue Building Twelfth & Constitution Avenues Washington 25, D. C.

#### Interesting, if not Significant . . .

Soon you'll be able to carpet your lawn with grass seed, says Minnesota Mining & Manufacturing Co. It has developed a thin mat of green fibres containing grass seed which, when spread out, clings to the ground, preventing the seed from washing away. Mat disappears as grass grows . . . Harvey Hearl, frozen foods sales manager of Continental Can Co., says his company has experimented with freezing martinis and manhattans in plastic pouches. "Thaw me a martini, Myrt," may become a household phrase . . . Encouraged by the response and publicity it received last year when it ran its annual report as a supplement in the Sunday, "New York Times," Chas. Pfizer & Co., Inc., did it again this year (March 23). Included this time was a sevenpage illustrated commentary by famed author John Gunther. His article was titled: "Inside Pfizer" . . . A "Fresh Start" contest now being promoted by R. T. French, mustard maker, is in tune with the times. The three top winners will have all their bills paid-up to \$30,000 including house mortgage or one year's rent-and receive a sizable sum to begin a bank account. Anyone not interested?

# CONSUMER PURCHASES OF DRUGS AND TOILETRIES... PLANNED VS. IMPULSE

ITEM	PLANNED		IMPULSE
Cold Tablets, Capsules	89.3%		8.4%
Laxatives (Non-liquid)	84.9		11.5
Cotton Balls, Pads	86.7		11.1
Corn Pads, etc	89.9		7.2
Baby Powder	86.1		11.5
Baby Oils, Lotions	82.5		14.9
Sanitary Napkins	92.2	SHAPE T	5.2
Tampons	88.1		9.3
Mouth Washes, Gargles .	82.4		15.2
Tooth Brushes	69.9		25.9
Men's Hair Tonics	82.0	The state of the s	16.5
Home Permanent Kits, R	Refills91.9		6.7
Hand Lotions, Creams	65.8		29.2
Nail Polish	67.5	The second secon	26.6
Lipstick	68.3		24.1
Face Powder	69.4		24.1
Personal Deodorants (Sp	oray) 73.5	A CONTRACTOR OF THE PARTY OF TH	22.1
Personal Deodorants (Liq	puid) 83.6		16.4

NOTE: Percentages do not total 100 because some respondents did not answer the question, "Was purchase of item planned before going to store?"

Source: Home Testing Institute Diary Study — actual purchases (excluding prescriptions) made by 1,197 H.T.I. families, Nov. 1956. For further details contact your local McCall's representative or write to Dept. D, McCall's, 230 Park Ave., New York 17, N. Y. © 1958 McCall Corp.

a Marketing Service from

**McCall's** 

the magazine of Togetherness













BOOMING. Circulation of The Saturday Evening Post is breaking records as fast as they're made. Now averaging over 5,700,000 each week. Up in both newsstand and subscription sales at the same time. (The latest ABC statement shows the Post with half a million more newsstand sales than the other big weekly.)

**BONUS.** Advertisers are currently getting an average weekly bonus of over 500,000 copies. New rate base of 5,600,000 doesn't go into effect until July 19.

**BIG BUY.** Even excluding the bonus, the Post's cost per-thousand circulation is lower than Life's.

**BRAVOS.** Politz proves 9 out of 10 Post readers like and approve of Post advertisements. Your message is welcomed. Responded to.

BOOSTERS. Politz further proves that Post readers are Influentials. They talk about, recommend the things they read. Their word-of-mouth influence moves sideways—neighbor to neighbor, friend to friend—multiplying your sales force by millions. And the Post reaches Influentials on every spending level.

**BULLISH.** More and more advertisers are getting more and more bullish on the Post. On top of 187 new advertisers added last year, 44 more joined up in the first seven weeks of 1958. To put more steam in your sales, put the year's hottest book on your schedule now!

Sell the POST WINFLUENTIALS -they tell the others!



William B. Holt of Santa Ana, California, telephoning an out-of-town client

### Three out-of-town telephone calls—\$11,000 in sales

"I heard about other businesses selling successfully by telephone," says William B. Holt, California mortgage broker, "so I decided to try it myself. I did, and the results were astounding!

"The first three calls I placed to out-of-town clients produced a total of \$11,000 in sales!

"Now we're calling all our

clients from coast to coast regularly," says Mr. Holt. "In addition, we invite clients to call us collect. It's good business and it pays for itself a hundred times over."

Why not try selling your out-oftown customers by telephone? It's easy, personal, low in cost. And it gets results.

#### LONG DISTANCE RATES ARE LOW

Daytime Station-to-Station Calls

Dayning Station to			
For example:	3 Minutes	ach Added Minute	
Baltimore to Philadelphia	55∉	15¢	
Newark to Richmond	95∉	25¢	
Milwaukee to Omaha	\$115	30¢	
Chicago to Dallas	\$150	40¢	
Santa Ana, Calif., to Portland, Ore.	\$ <u>160</u>	45¢	

Add 10% Federal Excise Tax

BELL TELEPHONE SYSTEM
Call by Number. It's Twice as Fast.



#### LETTERS TO THE EDITORS

#### so hot it sizzles

EDITOR, SALES MANAGEMENT:

It was very pleasing to see the reference to the "hot button" in your "Significant Trends" of Feb. 21 [p.

There was just one little thing wrong with it-you referred to Elmer Wheeler as the fellow who tries to get them to "push the hot button."
The "hot button" is a Jack Lacy

idea. Elmer is the guy who "sizzles the prospect.

Jack Lacy

Lacy Sales Institute Newton Centre, Mass.

And we're the magazine whose face occasionally turns red.

#### labor surplus and retail volume

EDITOR. SALES MANAGEMENT:

In running down the list of your monthly High Spot Cities, I notice a number of areas with a substantial labor surplus, yet they are designated as High Spot Cities and apparently their retail volume is bearing up reasonably well in the face of international recession and job cutbacks . . .

In your opinion, is it a question of unemployed individuals using more extended credit or withdrawing money from savings? Unemployment compensation undoubtedly has a shortterm effect on retail sales.

We make excellent use of the Survev of Buying Power and these monthly retail forecasts, and I'm interested in getting your opinion on this situation which, offhand, is somewhat of a puzzle to me.

Emery Hoenshell

Duluth Industrial Bureau Duluth, Minn.

At any given time a city may have a substantial labor surplus and still carry a city national index of over 100 in the High Spot Cities listings because at least for the first six months of unemployment people are not inclined to cut down materially on their retail purchases. Sooner or later, however, in such cities the city national index must come down.

Thus, of 43 cities listed by the Bureau of Labor Statistics as having a substantial labor surplus in January, three-quarters of them had city national indexes below 100 in our February projection, and most of the others had indexes that have been declining in the past several months.

#### library bureau

EDITOR, SALES MANAGEMENT:

We recently received a clipping from the column, "The Scratch Pad, in the Jan. 17 issue of SALES MAN-AGEMENT [p. 52], in which you raised the question, "Whatever became of Library Bureau?"

We feel that you should be brought up to date. We have been in existence for some eighty years and we are more active today than ever. We are doing approximately five times the business today that Library Bureau used to do, and I should know, as I started with Library Bureau in 1917. It is fulfilling the original purpose for which it was intended.

H. J. Svren

Sales Manager, Library Bureau Remington Rand New York, N. Y.

► We're glad to hear Library Bureau is alive and kicking-even if it happens to be kicking about us.

#### leave salesman's family alone

Editor, Sales Management: Re: "Would you like us to query the Sales Management Sales Leadership Panel on whether it is a sound idea to poke into a salesman's family life?' Yes!

L. E. J. Mabbott

Sales Manager, Minneapolis Division Northern States Power Co. Minneapolis, Minn.

EDITOR, SALES MANAGEMENT:

Paul A. Thompson

Pittsburgh, Pa.

#### fantastic-even to him

EDITOR, SALES MANAGEMENT: About that story on Lestoil in your Feb. 21 issue ["Spot TV in Four

(continued on page 27)

For

#### DISTRIBUTION COSTS

Anywhere in the United States, Canada or Mexico call

#### AMERICAN CHAIN of WAREHOUSES



NEW YORK - For arehouse and distribution costs and outline of American Chain services, call John Terreforte, Eastern Manager, 250 Park Avenue, Plaza 3-1234.



CHICAGO - The same information and help are available through West-ern Manager, Henry Becker at 53 Jackson Blvd., Harrison 7-3688.



LOS ANGELES-TO assist you with your problems in the Far West is West Coast Manager C. E. Jacobson, 4419 W. Peca Blvd., Webster 3-8507.



WHEREVER YOU ARE-Your nearest American Chain of Warehouses member will supply you full details. Send to our New York office for free membership directory.

• You can rely on the 76 members of American Chain of Warehouses for the finest storage facilities, capable personnel, modern handling methods, good customer relations, many special services, and wide market coverage. Call American Chain next time!

#### AMERICAN CHAIN

OF WAREHOUSES, INC.

A Nationwide System of Public Warehouses

#### 0000000000

**Every Link A Strong One** 

The best way
to unearth a new
and interesting
advertising campaign
is to dig into the
interesting facts
about the product itself.
And the agency
which digs deepest
usually comes up
with the most pay dirt.

YOUNG & RUBICAM. Inc. Advertising

NEW YORK · CHICAGO · DETROIT · SAN FRANCISCO · LOS ANGELES · HOLLYWOOD · MONTREAL

Years Sends Lestoil Soaring 56,-000%," p. 48] . . .

In reading it from a purely impersonal standpoint it does sound fantastic that a company could grow to such proportions within four short years. We ourselves have lived with this growth and have taken the increase in volume for granted. However, in retrospect it does seem to be fantastic.

Jacob L. Barowsky

President Adell Chemical Co. Holyoke, Mass.

#### want fancy vs. fact

EDITOR, SALES MANAGEMENT: Enclosed is our check in the amount

of \$5.00 for 100 reprints of Fancy vs. Fact, from your March 7th issue. Would you please rush these. Thank you.

Morton M. Schwartz

Vice-President in Charge of Sales Olympic Radio & Television Long Island City, N. Y.

Attached is our check for \$5. Please send 100 copies of the "Fancy vs. Fact" writeup in your March 7, 1958, issue.

James E. Leopold

Sales Director The Formfit Co. Chicago, Ill.

I would appreciate you sending, to my attention, 100 copies of the article that appeared in the March 7th issue of SALES MANAGEMENT magazine entitled "Fancy vs. Fact."

Owen S. Davis

General Sales Manager Phillips-Van Heusen Corp. New York, N. Y.

Please rush 500 reprints Fancy vs.

P. E. McGowan

Maxwell House Division General Foods Corp. Hoboken, N. J.

▶ Want Fancy vs. Fact reprints yourself? Write to Readers Service Department, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. Price 10c each. 5c each for 100 or more copies.



MOVING TIPS FOR SALES MANAGERS:

#### Mayflower Master Movers Bring Peace of Mind to Transferring Families

Any job can be done better, quicker, more efficiently by men who are carefully trained. That's the way it is with long-distance moving, too. And that's why Mayflower Service is easier for your personnel transfers and safer for their furniture. Mayflower movers are "Masters of Moving," graduates of the world's first and finest Movers' School. There they are taught by experts, and learn-by-doing the safest methods of handling furniture and breakables . . . everything it takes to assure delivery in the same condition the goods were received! This kind of service lets key men of yours concentrate on their work in their new location, undistracted by moving problems. So call Mayflower next time! You'll get trained, careful men using the finest materials and equipment.

AERO MAYFLOWER TRANSIT COMPANY, INC. . INDIANAPOLIS



America's finest long-distance moving service

Introducing the new

#### FILMOSOUND SPECIALIST

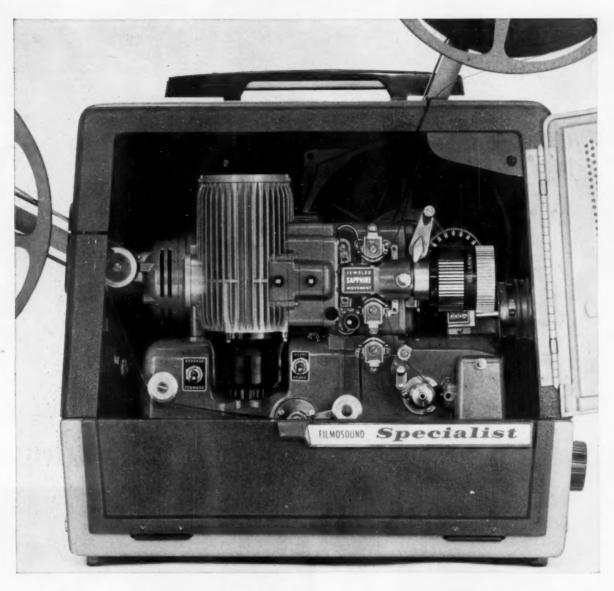
399

This is the only sound projector that "zooms" the picture to fit the screen. It reverses for review...threads in seconds...shows still pictures...requires no oiling. It's the newest achievement in sight and sound! See it in action!

The "399" is the most versatile 16mm sound projector available today. As the chart below shows, it offers more advanced features, more exclusive features, than any other projector. In over-all quality it has

no parallel, yet its basic price is only \$499.95. It is the finest value of all sound projectors. Ask your A-V dealer to demonstrate, or write Bell & Howell Company, 7190 McCormick Road, Chicago, Illinois.

PROJECTOR	ZOOM LENS	FIVE SAPPHIRE MOVEMENT	ELECTRICAL REVERSE	BRILLIANT STILL PICTURES	FACTORY SEALED LUBRICATION	AUTOMATIC REWIND RELEASE	SINGLE FRAME DRIVE AND COUNTER	TOP MOUNTED REELS	HOUR METER	AUTOMATIC LOOP SETTER
399 SPECIALIST	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
BRAND A	No	No	Yes	No	Ņo	No	No	No	No	No
BRAND B	No	No	No	No	Yes	No	No	No	No	No
BRAND C	No	No	Yes	No	Yes	No	No	Yes	No	No
BRAND	No	No	Yes	No	Yes	No	No	No	No	No



1. Exclusive new "zoom" lens\* (f/1.6) adjusts picture size to fit screen without moving the projector. One lens serves for different size rooms.

**2.** Sapphire parts at five film handling points deliver 400% longer life . . . years of trouble-free service.

**3.** Reverse operation for more effective instruction. Operator can stop, review, then reverse and view again.

4. Rewind release automatically sets projector for "forward" after rewinding. Extraordinarily fast, 399 rewinds full hour's show in 2 minutes.

**5.** Still picture clutch lets you stop film on single frame for indefinite period.

6. "Cold Glass" heat filter\* gives 7 times brighter still picture image.

**7.** Single frame drive\* lets you advance or reverse, frame by frame, for slow motion study and discussion.

8. Frame counter\* lets you measure elapsed time for any sequence.

**9.** Factory sealed lubrication eliminates need for oiling.

**10.** Automatic loop setter\* eliminates "fluttering;" reforms loops without interrupting show.

11. Hour meter\* records running time; aids scheduling.

12. Threading is so simple that even a child can do it.

**13.** Top mounted reels let you set up on any table or desk without dangerous overhang.

**14.** Powerful 15 watt amplifier for full volume in large auditoriums. Will power 2 large speakers.

15. Convenient self-contained speaker can play within case or from any point in the room.

\*Optional features

FINER PRODUCTS

THROUGH IMAGINATION

Bell ε Howell

PRATT & WHITNEY
MACHINE TOOLS . SMALL TOOLS . GAGES

How catalogs

A basic reason for Pratt & Whitney's outstanding reputation as a manufacturer of precision machine tools, cutting tools, and gages is this company's insistence on continuous product improvement. A recent Pratt & Whitney contribution to Metalworking are numerically controlled machine tools that perform their work automatically with great accuracy, increase production, save time and reduce costs for many industries. As Standards Engineer, Mr. Lewis has been closely associated with this important development.

\*\*Compineering's instant accessibility to product information is of paramount importance — both to engineers and the manufacturers who supply their needs. On the basis of such information, we often accept or reject a product for further evaluation. Yet many manufacturers neglect to supply engineers with the type of product data they require, in the form that is easiest for them to use.

"In our Design Section, our centrally located Sweet's Files provide us instantly with the kind of up-to-date, reliable product information we need. These convenient, indexed collections of manufacturers' catalogs are one of the best answers to the product-information problem, and are certainly easier to use than hard-to-maintain files of loose catalogs.

"The sooner all manufacturers realize that their catalogs' availability in these Files answer a real and vital engineering need, the easier it will be for us to use and apply this essential information about their products.

William B. Lewis, Standards Engineer Machinery Division Pratt & Whitney Company, Inc.

# can increase marketing efficiency

When you make sure that your potential customers have instant, convenient access to your catalog, here's what inevitably happens:

- More frequent catalog use . . . by buyers with a real-and often unpredictable-need for products like yours.
- 2. More selling opportunities ... since the use of your catalog leads to such buying actions as requests for engineering assistance, invitations for a salesman to call, or the specification and requisitioning of your products.
- More orders . . . and more orders per salesman, because they spend more of their time with prospects who are ready to buy.
- Lower costs per order...hence lower overall marketing costs and greater profits.

Just having a catalog, however, does not necessarily produce these buying actions. What counts is getting your catalog used as often as possible by your potential customers. This is the function of Sweet's Catalog Service.

Sweet's will keep your catalog always instantly accessible to the most important buying influences in your markets, and make your catalog easier to find and use than is possible in any other way.

When you take advantage of Sweet's service — as 1,768 companies have done this year — you will be taking a major step toward increased marketing efficiency and reduced marketing costs. The facts about this service, and what it can mean to your buyer-oriented marketing program, are fully available from any Sweet's office.



ATLANTA 3 · BIRMINGHAM · BOSTON 16 · BUFFALO 2 · CHICAGO 54 · CINCINNATI 2 · CLEVELAND 15 · DALLAS 1 · DETROIT 26
LOS ANGELES 17 · NEW ORLEANS 12 · PHILADELPHIA 7 · PITTSBURGH 19 · SAN FRANCISCO 5 · ST. LOUIS 1 · WEST HARTFORD, CONN.

THE

1958

BUYER

IS A

ROUGH

BIRD

He's harder to sell to than he used to be. Competition is tougher. Costs are rougher. As a result, today's advertiser pays more attention to the cost of getting results. If you're concerned with stretching your ad dollar, TV GUIDE concerns you.

It's big: six million families in 150 major markets. It's flexible: 50 regional editions allow you to sell market-by-market. It's efficient: you can expose your story 70 million times a day to 14 million prospects a day at a cost of two cents per thousand exposures.

In short, if you believe effectiveness and economy are birds of a feather, turn to TV GUIDE when you have a campaign to get off the ground. There's no better way to reach a bigger collection of best customers at a lower cost.



CIRCULATION NOW OVER 6,300,000

Source: Magazine Reading Trends, Sindlinger & Company, Sept. 1957

SALES MANAGEMENT



### Sales Projections to 1961-63 Of 734 Public Corporations

A special study made for Sales Management by The Value Line Investment Survey, published by Arnold Bernhard & Co., Inc.

#### PART I OF TWO PARTS

These projections of anticipated average sales volumes in the years 1961 to 1963 should be of especial interest to executives connected with the 734 corporations—to those who sell to any of these corporations—and to investors interested in growth patterns.

While no over-all forecasts of dollar volume for the 1961-1963 period have been made by Value Line for the nation as a whole or for individual industries, the hypothesis calls for an increase of 18% in the Gross National Product. Consequently, if the change in an individual company's anticipated sales volume is less than 18%, it means that this company is not expected to grow as fast as the nation.

In making any estimates of future trends, certain assumptions must be made as a basis for such estimates. The 1961-63 sales potential of individual companies, as projected by The Value Line Investment Survey, is predicated on the assumption that a generally favorable economic climate will prevail during the forecast period.

In particular, The Value Line Investment Survey hypothesizes the 1961-63 economy as follows:

The civilian labor force will increase from 67.9 million in 1957 to 72.5 million. Unemployment will average 5% of the civilian labor force, compared to 4.3% in 1957. There will be no war or revolution in the United States. The average number of hours worked will decline from 39.8 per week (in 1957) to 38.5 per week. Productivity per worker will have increased at the annual rate of 2.5% and commodity prices at the annual rate of 1%, between now and then. The corporate income tax will be 50%. (now 52%). Interest rates will be in line with the 1956 average. Based upon these assumptions, the Gross National Product in 1961-63 will average \$510 billion, implying an 18% increase over the fourth quarter 1957 rate of \$433 billion.

This may all turn out differently. But in the absence of knowledge of the future, the above assumptions appear most plausible. Thus The Value Line Investment Survey is able to apply a specific economic environment commonly to all the companies in this tabulation.

It should be noted, however, that major, but unforeseen, changes in government policies or international rela-

#### The Value Line Organization

Studying the past and present and forecasting the future of publicly owned corporations is the business of Arnold Bernhard & Company, Inc., best known for its Value Line Investment Survey which has had a remarkable growth since its founding in 1938.

The research organization behind the service acts as investment counsellor to more than 15,000 corporate and individual investors who pay \$120 a year for the service, and membership has increased more than 200% since 1950. Subscribers include banks, brokers, insurance companies, trusts, colleges, as well as individual investors. The company also manages three mutual investment trusts — the Value Line Fund, the Value Line Special Situations Fund, with ag-

gregate assets of the three funds approximating \$80 million. The Bernhard staff comprises 125 persons, of whom 50 are statisticians, economists and security analysts; they keep 950 stocks under year-round supervision and for all corporations they hypothesize future sales, as for the ones involved in this exclusive copyrighted study prepared for SALES MANAGEMENT.

#### Sales Projections to 1961-63 Of 734 Public Corporations

(continued)

tionships might directly affect the sales potential of certain industries and/or companies. So might important and revolutionary technical developments.

In the following tabulations the companies listed are, in general, the leading organizations in their respective fields. In most cases they account for the major part of their industries. The proportion necessarily varies, since only publicly owned corporations are included and of these only those in whose stocks the investing public as a whole shows considerable interest.

In the following tables, 1957 sales are estimated (as of Feb. 1, 1958) except where the letter "A" follows—meaning actual. Sales Management editors have rounded off the Value Line estimates to the nearest dollar. A numeral in parenthesis at left of 1957 sales indicates a fiscal year period which differs from the calendar year. See bottom of following page for code to these periods. Also at bottom of page see list of industries where dollar volume differs from "sales," such as in the insurance industry the dollar figure means "premiums written." The projection to 1961-63 means an average figure for these years.

#### Where They'll Be in '63

INDUSTRY	Sales 1957	(\$ Millions) 1961-63 Proj.	% Increase over 1957
AGRICULTURAL EQ	UIPMENT		
Allis-Chalmers	540	700	30
Case, J. I	(10) 124 A	200	61
Deere & Co	(10) 388 A	430	11
International Harvester	(10)1171 A	1450	24
Massey-Harris-Ferguson	(10) 410	480	17
Minneapolis-Moline	(10) 58 A	92	60
Oliver Corp	(10) 102 A	140	38
AIRCRAFT			
American Bosch Arma	132	200	52
Bell Aircraft	202	235	16
Bendix Aviation	(9) 711 A	965	36
Boeing Airplane	1500	1800	20
Curtiss-Wright	640	650	2
Douglas Aircraft	(11)1091	1250	15
Fairchild Engine	160	170	6
General Dynamics	1520	2300	51
Grumman Aircraft	195	220	13
Lockheed Aircraft	900	1000	11
Martin Co	425	650	53
McDonnell Aircraft	(6) 335 A	420	25
North American Aviation	(9) 1244 A	1000	-20
Northrop Aircraft	(7) 281	275	2
Republic Aviation	265	350	32
Thompson Products	369 A	500	36
United Aircraft	1150	1450	26
AIR TRANSPORT			
American Airlines	306 A	440	44
Braniff Airways	63	85	35
Capital Airlines	95	160	68

INDUSTRY	Sales 1957	(\$ Millions) 1961-63 Proj.	% Increase over 1957
AIR TRANSPORT (	cont'd)		
Delta Airlines	(6) 79 A	130	65
Eastern Airlines	363 A	420	60
National Airlines	(6) 57 A	95	67
Northwest Airlines	(12) 83 A	125	51
Pan American Airways	320	450	41
Seaboard & Western	23	35	56
Trans World Airlines	265	380	43
United Airlines	282 A	440	56
Western Airlines	42 A	70	66
AMUSEMENT			
Amer, Broad			
Paramount Theatres	210	300	43
American Optical	78	88	13
Brunswick-Balke-			
Collender	110	90	-18
Columbia Broadcasting	380	520 \$	37
Columbia Pictures	(6) 102 A	125	23
Eastman Kodak	803	1070	33
Loew's, Inc	(8) 154 A	210	36
National Theatres	(15) 59 A	80	36
Paramount Pictures	115	160	39
Stanley Warner	(8) 115 A	155	35
Technicolor	28	38	36
Twentieth Century-Fox .	128	160	25
U. S. Playing Card	19	20	5
Warner Bros	(8) 79 A	92	16
AUTOS			
American Motors	(9) 362	450	24
Chrysler Corp	3500	4000	14
Ford Motor Co	5750	7000	22
Ford Motor Co.			
of Canada	360	450	25
General Motors	11000	14000	27
AUTO PARTS			
Arvin Industries	75	90	20
Borg-Warner	610	725	19
Briggs & Stratton	70	95	36
Budd Co	318 A	400	26

(continued on page 114)

#### What "Sales" Mean

For the following industries, substitute for "sales": Gross Revenues—Air Transport, Railroad, Shipping and Shipbuilding, Natural Gas, Electric Utilities, and Telephone & Telegraph industries; Premiums Written—Insurance industry; Receivables—Finance industry.

Footnotes Used to Denote Fiscal Years: (1) Jan. 31 of following year, (2) Feb. 28 of following year, (3) Mar. 31 of following year, (4) Apr. 30 of following year, (5) May 31 of same year, (6) June 30 of same year, (7) July 31 of same year, (8) Aug. 31 of same year, (9) Sept. 30 of same year, (10) Oct. 31 of same year, (11) Nov. 30 of same year, (12) Dec. 31 of same year, (13) Aug. 20 of same year, (14) Sunday nearest July 31, (15) Last Tuesday of Sept.

#### Leaders and Laggards in Race to 1961-63

Here, for 43 industries, are the companies which the Value Line Investment Survey estimates will lead in percentage sales gain, contrasted with those which the organization believes will show the smallest gain, or (in a few cases) an actual dollar loss.

Industry	Highest Gain, %		Lowest Gain, %	
Agricultural Equipment	J. I. Case	61	Deere & Co.	11
Aircraft	Martin Co.	53	Northrup Aircraft	_ 2
Air Transport	Capital Airlines	68	Braniff Airways	35
Amusement	Amer. Broadcasting-		Brunswick-Balke-Collender	—18
	Paramount	43		
Autos	General Motors	27	Chrysler	14
Auto Parts	King-Seeley	58	Electric Auto-Lite	2
Brewing & Distilling	Falstaff	36	Distillers Corp.—Seagrams	2
Building	National Homes	161	Holland Furnace	7
Chemical	Freeport Sulphur	58	Columbian Carbon	13
Container	Lily-Tulip	35	Anchor Hocking Glass	20
Dairy	Foremost Dairies	25	Pet Milk	16
Department Store & Mail Order	Barker Bros.	60	Bond Stores	12
Drug	Norwich Pharmacal	55	Abbott Laboratories	16
Electrical Equipment	Cornell Dubilier	67	Singer Mfg.	18
Electrical Utilities	Hartford Power & Light	139	Duquesne Light	18
Finance	Seaboard Finance	73	Commercial Credit	31
Food Processing	Gerber Products	43	Penick & Ford	14
Con	Tennessee Gas Transmissi	on 97	United Gas Improvement	27
Gas Grocery Stores	Food Fair	74	Great A & P	21
Insurance	Continental Assurance	69	Hartford Fire Ins.	11
Machinery	Clark Equipment	67	Mesta Machine	_ 8
Machine Tools	Rockwell Mfg.	26	Kearney & Trecker	_ 1
Meat Packing	Swift & Co.	27	John Morrell	22
Milling & Baking	Kellogg Co.	43	Sunshine Biscuits	15
Non-Ferrous Mining & Fabr.	Mueller Brass	67	International Silver	18
Office Equipment	I. B. M.	150	Smith-Corona	23
Paper	St. Regis	42	Mead Corp.	23
Petroleum	Kerr-McGee Oil	107	Standard of Indiana	13
Printing & Publishing	McCall Corp.	61	Conde' Nast	35
Railroads	Louisville & Nashville	34	N.Y., N.H. & H.	2
Railroad Equipment	Union Tank Car	59	ACF Industries;	
			Pittsburgh Forging, each	7
Shipping & Shipbuilding	Matson Navigation	40	American Export Lines	14
Shoes	Brown	18	United Shoe Machinery	12
Soap & Vegetable Oils	Procter & Gamble	35	Wesson Oil	10
Soft Drinks	Pepsi-Cola	36	Coca-Cola	24
Steel	Sharon	55	Bethlehem	15
Sugar & Confectionery	American Chicle	21	American Crystal Sugar	5
Telephone & Telegraph	General Telephone	52	Western Union Telegraph	19
Textile	Celanese	58	Mohasco Industries	23
	General	49	Goodyear	17
Tires			American Court	2
Tires Tobacco	General Cigar	36	American Snuff	
	General Cigar Fruehauf Trailer	36 67	Divco-Wayne	28

#### THEY'RE IN THE NEWS

BY HARRY WOODWARD



#### A Kid's Interest Started It

You'd know at a glance that P. A. ("Buddy" to everyone) Sugg had something to do with the entertainment world. Tall, prematurely white (a veritable matinee idol), Sugg isn't the high-priced actor he looks. He's a high-priced radio and TV man. And he's been in the broadcasting field for his entire career. Now he's joining the National Broadcasting Company as head of its important Owned Stations and Spot Sales Division. To take that job he's leaving his post as general manager of Stations WKY and WKY-TV, Oklahoma City, WSFA-TV, Montgomery, Ala., and WTVT, Tampa. His headquarters have been in Tampa but Buddy Sugg would as soon leap aboard an airplane as telephone Oklahoma City or Montgomery . . . He's known in broadcasting circles as a triple-threat man: station operation, management, development. Born in Colorado in 1908, he was taken as a child to California. His first job: control room engineer for Station KPO, San Francisco. Later he became supervisor of engineers in San Francisco for NBC, a post he held when he was called up from the Reserves for Naval duty in 1940. (He was assigned to the battleship California and was aboard when it was sunk at Pearl Harbor). Later he was sent to MIT to evaluate electronic equipment used by the U.S. Fleet. When he got out of the service he joined Oklahoma Publishing Co. as manager of its Station WKY, subsequently took over direction of the additional broadcasting properties the company organized or acquired. He is a grandpa-three times over.

#### How to Mow A Sales Path

Samuel O. Briggs has been up to his knees in grass roots for 30 years. Literally and figuratively. Samno resident of an Ivory Tower-has been in the power mower industry all of his career life. And now he's become executive vice-president and director of marketing for the Johnston Lawn Mower Corp., subsidiary of Jacobsen Manufacturing Co., Racine, Wis. Johnston is almost as old as Sam's power mower background, having started 25 years ago (originally making hand mowers). It ranks, say company executives, number three among the top 10 mowers in consumer preference . . . Sam has just moved to Johnston from Sunbeam Corp. He's been its manager of Lawn Mowers. It was back in 1928 that he began selling power mowers as assistant sales manager of Ideal Power Lawn Mower Co. And later, as general manager of the Lawn Mower Division, Reo Motors, Inc., he introduced power mowers to the wholesale hardware trade in 1945, built up Reo mower sales to more than \$10 million. Johnston introduced, in 1919, the first allsteel hand mower; in '35 it brought out what was probably the first all-steel power mower.



#### Ditto's New Man: Premium on Marketing

Launching new products isn't a novel experience for Ogden C. White. He's stepping into DITTO, Incorporated's, marketing vicepresidency with the responsibility of building not only the company's Direct Process duplicating and systems business, but of launching a brand new business based on the new DITTO Offset duplicating machine-and a whole line of offset supplies. As general merchandise manager of the United States Gypsum Co., from 1949 to 1951, and dealer sales manager from '51 to '55, he played an important part in launching many of the company's 250 products which compete in nine different industries. Since '55 he's been v-p in charge of marketing activities for George Fry and Associates, management engineers . . . He saw active service (in the Navv) as a Lt. Commander, won two Presidential Unit Citations and eight battle stars-Pacific Theatre. His father was a successful executive, too: v-p of Armour & Co. White was born in Peoria in 1913. His hobby is golf. And he's no duffer-he once played from a scratch handicap. He and his wife have two adopted children, a boy and a girl, both toddlers.

#### 26 Ways to Get More Orders Today

A high ratio of orders to calls isn't nearly so much a matter of peculiar genius as it is a matter of conscientious observance of the fundamental rules of good salesmanship. Here's a quick review of those often-forgotten A-B-C's.

The character of the typical salesman is continuing to change. From the back-slapping, breezy, racy, happy-golucky individual of the pre-war era he has become very much a creative, sincere, hard-working business man. In addition to merchandise, his stock in trade consists of knowledge, ideas, imagination, and ingenuity.

The "pro" salesman, like the "pro" in every field, is continually sharpening his reflexes and improving his timing by stressing the *fundamentals* and adding to his "knowledge of the game."

The "alphabet of selling" which follows is designed to help you by pointing up the fundamentals which every good salesman knows, but which (being human) he sometimes neglects.

- Ask for the order. Yes, we're putting last things first. Deliberately, too. For everything which follows (right on to Z) builds up to the climax of the sale when you make the prospect feel a sense of loss if he doesn't pick up the pen and sign the order.
- **Benefit** is a word that every good salesman has engraved on his mind and on his tongue. For that's what he's selling: something that will be of benefit to the buyer. It's the trigger word to buying action.
- **Confidence** in the future . . . confidence in the strength of America is demanded more of today's salesman than at any time in the recent past. Communicate confidence to your customers to create a favorable climate for selling. Emphasize the positive factors which point to better business. You'll find plenty of them in your newspapers or trade press. Sighing about business conditions spreads gloom. Presenting positive ideas to help your customer get more business instills in him cheer, hope, determination to go after business. Optimism inspires orders. Crepe hanging creates cancellations.
- **Drive** is in the make-up of every successful salesman. It's so easy to find excuses for not doing so many things. Like making that extra call. Or seeking and finding new prospects in every town. The top-notch salesman is imbued with a restlessness which spurs him on to that little bit of extra effort.

- **Excitement** is an emotion that's contagious. But you've got to *feel* it before you can transmit it to others. If you, yourself, are not *excited* about your line, your advertising and promotions, this lack of enthusiasm will be reflected in your presentation. Before each call, build up your own *excitement* until you're bubbling over with it. Your prospect will then feel it, too.
- **Faith** is a quality of every successful salesman. He has faith in himself; faith in his company; faith in his product. And his faith shines through every word he says and everything he does. For you cannot instill faith in the man who buys from you unless you have faith in yourself.
- **Growth** is the goal of the good salesman. He creates his own opportunities for higher earnings and for his development as a well-rounded man and as a first rank salesman.
- **Hungry** salesmen are the best salesmen. (No, we're not talking about food.) We mean a great, deep, penetrating hunger that feels *good* . . . that's inspiring, stimulating, satisfying. A hunger to *excel* and rise above the average. A hunger for everything which will make him a *better* salesman. A hunger to get more orders, more displays, more shelf space, more promotion and more re-orders.
- **Interest** in his customers, his competitors, and the constant new opportunities his territory presents, is a characteristic of every man who has ever reached the *top* in the business of selling.
- **Jealous** of any competitive product which is top dog with any of his customers, the true salesman finds the *reasons why* and makes his selling attack so effective and convincing that his products are rarely "also-rans."
- **Knowledge** is the strong foundation on which successful selling rests. The top-notch salesman knows it. No one, but no one, knows more about his customers, his territory, his product than he does.

- **Learn** to understand and truly appreciate the purpose and power of your company's advertising. It works for you in influencing the person who makes the buying decisions. It sells for you in between calls. It helps unearth new prospects. It opens doors for you. It's a guarantee to your customer that your company believes in its product. Show your company's advertising. Dramatize it. Make it work for you.
- **Merchant** is another name for the modern salesman. His job is not merely to pick up an order, but to offer sound, profitable *ideas*. The salesman who is a merchant and can demonstrate *how* his company's products and policies produce profit for his customers is the one for whom doors are always open, and who spends the least time warming a waiting room chair.
- **New Accounts** are unearthed by the selling "pro" the way a covey of birds is flushed by a good bird dog. He *develops* a sensitive nose for them. Spots them where the amateur passes them by unnoticed.
- **Organizing** his presentation in *advance* of each call is the sure-fire way to selling success. Careful consideration of his customer's needs and thorough planning of each step of his selling strategy means *more* orders in *less* time.
- **Pride** in his profession of selling is a prerequisite to progress. To understand the tremendous importance of the selling function in our way of life, to realize that without selling our whole standard of living would sink to the level of the rest of the world, gives zest and excitement to selling and brings commensurate rewards.
- Question everything. Take nothing for granted. Make the eternal "why" the guiding beacon of your thinking, and you'll be rewarded with a fund of facts and ideas which will be valuable to you in your work even if you never appear on a TV quiz show.
- **Re-orders** are the rewards of superior salesmanship. For the superior salesman never stops at the sale to his customer. He helps his customer move the merchandise. When merchandise moves, re-orders naturally follow.
- **Sincerity** is stamped indelibly on every man worthy of being called a salesman. It is reflected in his actions as well as in his words. He starts with a sincere belief in the value of his product, the integrity of his company and in his own job.
- **Train yourself** in the art of follow-through . . . to go beyond the buyer's desk . . . to see every member of your customer's staff who can influence the sale

- of your merchandise. It's amazing how often a warehouse manager can affect the speed with which goods move from the dealer to the consumer.
- Understanding of your company's complete marketing program is the cornerstone of successful selling. Knowing the product features is vital. But added to this must be complete understanding of every step your company has taken to move it into the consumer's hands, from pricing, through packaging, advertising, and selection of outlets.
- **Verify** your promises to your customers *before* you make them. One broken promise can undo many years of patient building of good will and confidence.
- **Wet-nurse** your weak accounts. It's human to want to spend as little time as possible with the fringe customers and spend as much time as you can where the ground is fertile and the orders grow big. But your weak account is probably some competitor's strong one. There may be a hidden potential there for you. The good salesman never gives up.
- X-ray your ailing accounts. (Bet you thought that the letter "X" would stump us!) Find out what ails them . . . why they're not giving you more business. Analyze their failings (or maybe the failings are yours). Brother, there's a world of satisfaction in converting a poor account into a good one.
- You are the master of your fate. (We couldn't help waxing a bit poetic as we neared the end of our little essay.) But really, in selling, more than in any other field of endeavor, the *individual* has in his hands the power to make what he wants of himself.
- **Zenith** means the highest point in the heavens. There's a zenith in selling, too. Just as scientists are developing the means for going beyond the earth, you can develop the selling skills and abilities which will propel you beyond anything you've ever dreamed of.

#### Selling from "A" to "Z"

These ideas are being released today—April 4—by the editors of Grey Matter, publication of Grey Advertising Agency, Inc. Says Grey's president, Arthur C. Fatt, "This message to your salesmen is designed to help you in the continuing process of improving your salesmen's performance by stressing the fundamentals of selling."

Want reprints? The first 10 copies will be sent to you free. Copies in excess of the first 10 are 25c each. Grey will gladly give you permission to make your own reprints. Just address your request for reprints or permission to reprint to Arthur C. Fatt, President, Grey Advertising Agency, Inc., 430 Park Ave., New York 22, N. Y.

# TENSION TENSION TENSION

# It's NOT an Occupational Disease Among Executives

Only 13.3% suffer from tension, and the incidence among sales and promotion executives is only slightly higher than the average for all professions. A study by Life Extension Foundation reveals that tension stems not from occupation or job demands, but from within the individual himself.

The image of today's executive as a creature buffeted by emotional strain and living a slave's life under unrelenting job pressures is largely counterfeit.

The majority of executives are as happy as clams in their career activity, and if they feel pressures, it's likely to be only on an occasional basis. Only 16.6% think they are working too hard.

This back-talk to popular opinion arises out of a survey of 6013 executives in a wide variety of occupational fields. It was made by Life Extension Foundation, New York.

The object of the survey was to study the incidence of, and reasons for, tension or emotional strain.

What they learned: Three quarters of all the executives reporting said that they neither work nor live under conditions favorable to excessive tension. Only one out of four, therefore, is *exposed* to constant stress. But only one out of seven is *aware* of constant tension.

Neither tension nor tension-producing influences exist to the extent or degree held by popular belief.

A separate analysis of sale and promotion executives shows this group departs little from the norm. (See table page 41.)

As for causes of tension:

Apparently, tension has no significant relationship to age, occupation or job demand.

"Tension," reports LEF, "is identified with the personality of the individual executive and stems from within the man rather than from the outer forces of his living or working environment."

The highest incidence of tension—21.3%—was found in advertising executives. Those in legal work fell in second place with 17.5%. Sales executives scored near the norm—13.8% against the overall average of 13.3. General management men were close by, with 13.6%. The sale promotion group (7.1%) was second from the bottom. The least tension was reported by research men (6.7%).

Other scores: Personnel executives, 16.4%, financial men, 15.0%.

The drinking, chain-smoking, night owl executive beloved of today's fiction writers exists, but only as a relatively small percentage among the executive fraternity.

Hear this: 86.6% of the surveyed managers average 7 hours or more of sleep a night. About three out of ten do not smoke at all.

Nine out of 10 pass up cocktails at lunch, more than 6 out of 10 do not habitually drink before dinner.

The sales executives depart only slightly from these group averages. They get a bit more sleep, smoke a little more, drink a little more. They worry less about their health, about office problems, and about home problems, but more about personal finances.

A summary of some of the more interesting findings about the sales and promotion group begins on page 42.

#### **Are Sales Executives Different?**

These are the four sets of factors that figure in tension:

This is how sales & promotion executives stack up compared with a large group of executives engaged in many different kinds of work:

	Factor:	Sales- Pro.	Total	Group Reporting Tension:
	ractor:	dioup.		(over norm
I. Job Attitudes	Bored with Job	1.6%	1.3%	355%
1. Job Allitudes	Feel insecure in job Dissatisfied with	16.4	14.3	174
	progress in job Dislike business	6.8	6.5	155
	entertainment	17.8	25.3	59.2
	Dislike business travel	25.7	32.5	44.7
	Hate homework	19.6	20.5	31.5
	Feel lack of recognition	4.0	6.2	36.0
2. Attitude toward	Dislike someone with			
<b>Business Associates</b>	whom they work	17.6	18.2	98.7
	Feel superior is steal-			
	ing all the glory Cannot express self to associates, especially	4.9	5.6	206.8
	superiors	1.5	1.1	633
	Feel tension due to personality of	1.5		033
	superiors	25.1	25.4	56.0
3. Worries	Worried about health	17.5	17.9	133
	Worried about personal			
	finances	23.9	20.6	83
	Worried about office			
	problems	25.3	25.9	175
	Worried about home problems	10.4	140	110
	problems	12.4	14.2	112
4. Unregulated Living	Sleep restlessly	5.8	6.0	215
Habits	Average 6 hours or less			
	a night	12.5	13.4	46
	Exercise infrequently	52.6	52.2	46
	Have no hobby	36.6	37.8	18
	Have no extra-			
	curricular interests	54.0	50.2	20
	Are on special diets	13.8	13.7	31*
	Drink more than 3 cups of coffee daily	43.5	39.9	0.0**
	Of those who smoke,			
	smoke more than 1			
	pack of cigarettes daily	402	440	FO
	Regularly have cocktail	68.3	66.0	50
	at luncheon	12.5	10.0	32
		1 800	10.0	34

<sup>\*</sup> One out of three on diets is nursing a gastric disorder.

#### NOTES

Figures clearly show why these boys are in trouble.

Incidence of tension in total group: 13.3% Among sales and promotion executives: 13.8%

Sales and promotion executives are not much different from executives in other fields, with this exception: The need for much business travel and frequent business entertainment bothers them far less than it bothers men in other kinds of careers.

<sup>\*\*</sup> Oddity among the statistics.



The Luxurious, Long-Life Playing Cards That People Are Proud to Own, Show, Entertain with



The Winnebago County (III.) Pharmaceutical Association, at a Ladies' Night party for county druggists, paid its respects to each lady with a gift of Kem Cards in specially imprinted case.

# KEM Plastic Playing Cards

for Your Next Sales Meeting or Convention

Kem Cards are an important item in the sales meeting, convention and trade show plans of our customers.

They use them to greet salesmen and dealers on arrival—and spark their enthusiasm . . . to welcome wives to these get-togethers . . . say "thank you" to preferred customers who visit their exhibits.

These V.I.Ps. recognize Kem Cards as a substantial gift, and respond eagerly to such tactful persuasion. To more than 100 million card players in this country alone Kem Plastic Cards are the aristocrats of playing cards—prized for their guaranteed quality . . . luxurious color on tough, sleek, washable cellulose acetate . . . and, even after years of play, the new deck look and feel—crisp, clean, flexible.

Ours are happy customers because results pay off the investment many times over . . . and the gift continues to advertise their companies for such a long time. Can Kem Cards help make your sales meetings or conventions better than usual? Why not think it over with us. Inquiry involves no obligation—but could prove quite profitable.

Kem Cards are available in a broad choice of attractive new designs. Or with your own special back design (delivered in 1958 if ordered by September 1). The handsome plastic case illustrated can be imprinted with your advertising copy.

Address: SPECIAL GIFT DIVISION

#### KEM PLASTIC PLAYING CARDS, INC.

Telephone: Murray Hill 8-8650 595 Madison Avenue, New York 22, N.Y.

### TENSION . . . It's NOT an Occupational Disease Among Executives

(continued)

#### The Life of a Sales Executive

(Some other information about habits and attitudes uncovered in the Life Extension survey)

#### Does he gobble his food?

41.1% take 10 to 15 minutes for breakfast; 49.2% take 15 to 30 minutes for lunch. Dinner's more leisurely.

#### How much drinking with meals?

12.5% have one or more cocktails with lunch; 40.5%, one or more before dinner.

#### How many are on a diet?

13.8% diet. Of these 69.4% are on a reducing diet; 30.6% on a bland diet.

#### How many business lunches a week?

2 to 4 for the majority.

#### How about other entertaining?

It's pretty heavy. Average business entertainment dates per week: None, 31.1%. One, 50.9%. Two, 14.6%. Three, 2.5%. Four, .5%. Five, .4%.

#### Average week-end business entertainment dates per month:

None, 46.5%. One, 37.9%. Two, 12.1%. Three, 2.3%. Four, 1.2%.

#### Does he smoke?

70.5% do and 61% of these kill one to two packs a day. Of those who do not now smoke, 58.9% at one time did. The majority of these gave up cigarettes of their own accord.

#### What time does he go to work?

38.4% at 8:00 AM; 58.1%, 9:00 AM; 3.5% at 10 AM.

#### and when does he knock off?

5% at 4:00 PM; 60.1% at 5 PM; 34.9% at 6 PM.

#### Homework-how often?

Regularly 3 or more times a week, 14.7%.

Regularly 1 or 2 times a week, 20.6%.

Occasionally but irregularly, 50.9%.

Never, 13.8%.

#### Away from home—how long?

None, 23.8%. Less than 5 days a month, 28.0%. 5 to 10 days a

month, 27.7%. Over 10 days a month, 20.5%.

#### Extracurricular activities?

Church, 53%. Civic, 37.1%. Business clubs, 36.3%. Fraternal, 21.6%. Youth, 17.7%. Other, 30.8%.

#### Does he sleep like a dead Indian?

65.8% sleep soundly; 28.4% fair; 5.8% restlessly.

#### Does he use sedatives or franquilizers?

Sedatives: only 2.6% do. Tranquilizers: only 3.5% do.

#### Does he want to loaf when he retires?

Very few do — 7.4%. Others want to travel, 40.6%. Do consulting work, 22.1%. Pursue a hobby or interest, 56.3%. Engage in civic and/or church activities, 10.4%.

#### How does he look forward to retirement?

Eagerly, 24%. With mixed feelings, 69.1%. Apprehensively, 6.9%.

#### Disregarding pension restrictions, when would he like to retire?

At 50 or under, 6.1%. 55, 22.4%. 60, 41.1%. 65, 16.5%. Never, 8.5%.

#### The sales executive's wife—how does she feel about:

Her husband's homework? Understanding, 71.1%. Indifferent, 19.6%. Resentful, 9.3%.

#### Business entertaining in which she is included?

Enjoy it, 82.5%.

#### Her husband's progress in his job?

Feels it to be satisfactory, 72.8%. Not quite satisfactory, 20.3%. Unhappy with it, 6.9%.

#### Her husband's job and career?

She's encouraging and helpful, 85.1%. She's indifferent, 12.8%. She's discouraging, 2.1%.



How to focus your advertising on people who want what you have to sell!

#### THESE FAMOUS

### BH&G IDEA ANNUALS

concentrate the idea-power of BH&G on 6 particular areas of home interest

Take the well-known idea power of Better Homes & Gardens magazine, concentrate it on a single subject, and you have a BH&G Ideas Annual. Here is selective advertising at its best—a chance to tell your product story to people who are immediately interested in what to do and what to buy to turn their plans into action. Talk to your BH&G representative. He'll give you the complete (and profitable) details!

## HOME IMPROVEMENT IDEAS ANNUAL RATE BASE: 105.000

CLOSES: June 13, 1958 • On Sale: Aug. 19, 1958

Newest of the BH&G Idea Annuals, Home Improvement Ideas is an economical way to reach people who are definitely planning to make major or minor home improvements.



Closes: July 15, 1958 On Sale: September 16, 1958 Rate Base: 450,000



Closes: August 15, 1958 On Sale: October 16, 1958 Rate Base: 550,000



Closes: October 15, 1958 On Sale: December 18, 1958 Rate Base: 225,000



Closes: November 14, 1950 On Sale: January 20, 1959 Rate Base: 185,000



Closes: December 12, 1958 On Sale: February 19, 1959 Rate Base: 135,000

MEREDITH OF DES MOINES ... America's biggest publisher of

ideas for today's living and tomorrow's plans

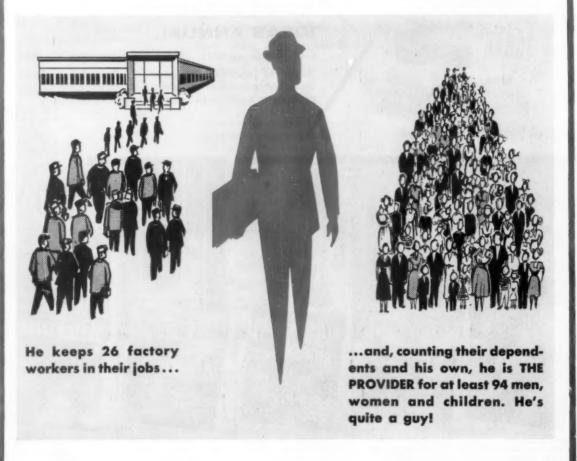
# Sales Management MARKETING PICTOGRAPH

#### The Manufacturer's Salesman

#### 94 People Depend on Him to Sell

Despite America's envied ability to produce manufactured goods, a factory hums only when its products are being sold, day after day, week after week. Full responsibility for keeping the factory operating, for keeping its workers employed rests

on the shoulders of the manufacturer's salesman. Their numbers are not terrifically great - 600,000 more or less - but as of the first of the year they, in effect, provided jobs for 15,880,000 manufacturing employes.



SOURCES: SALES MANAGEMENT RESEARCH AND NATIONAL INDUSTRIAL CONFERENCE BOARD

# Grit outsells the Post in Philadelphia!







In Philadelphia, Pa., naturally the story is different. There The Saturday Evening Post outsells Grit, by maybe 500 to 1. The point is that a Grit campaign helps you correct the metropolitan bias of other mass media. For in nonsuburban small towns of 2500 and less, Grit circulation concentration is about 6 light-years ahead of that of any other national

publication. You've got to use Grit to get balanced national coverage. And Grit sells small towners!

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco



Now! You can prepare your own visual aids on-the-spot as easily as this ...



EXPOSE. Place original and Ozalid paper together. Set timer. Expose.

# New Ozalid® **Projecto-Printer Kit**

Simple, speedy way to make transparencies for overhead projection

#### Any one of these dealers is ready to demonstrate

#### ALABAMA

Birmingham Audio Visual Film Service 2114 8th Avenue, North

#### ARIZONA

Kelton Audio Equip. Co., Inc. 808 North 1st Street

#### CALIFORNIA

Fresno Tingey Company 847 Divisadero

Victorlite Industries, Inc. 4117 West Jefferson Blvd.

McCurry Foto Company 8th and Eye Streets

Photo and Sound Company 116 Natoma Street

#### COLORADO

Denver Davis Audio-Visual Company 2023 East Colfax Avenue

CONNECTICUT

New Haven H. B. Motion Picture Service 174 George Street

FLORIDA Ft. Lauderdale Mr. Gordon S. Cook P.O. Box 2306

Miami Ideal Pictures Company 55 N.E. 13th Street

GEORGIA Atlanta

Colonial Film and Equipment 71 Walton Street, N.W.

Blue Island

Consolidated Watland, Inc. 13039 S. Western Avenue

Midwest Visual Equipment Company, Inc. 3518 W. Devon Avenue

INDIANA

Fort Wayne Wayne Camera and Visual Equipment Company 1231 East State Street

Indianapolis Indiana Visual Aids Co. 726 North Illinois Street

South Bend Burke's Motion Picture Co. 434 Lincoln Way West

IOWA

Des Moines **Midwest Visual Education** Service 1108 High Street

Wichita

Roberts Audio Visual Supply 1330 Fairmount

KENTUCKY Louisville

Hadden Films, Inc. 422 W. Liberty Street

LOUISIANA

**New Orleans** Jasper Ewing & Sons, Inc. 725 Poydras Street

MASSACHUSETTS

Boston Smith's Photographic Store 219-221 Massachusetts Ave.

MICHIGAN Detroit

Engleman Visual Education Service 4754-58 Woodward Avenue

Kalamazoo Locke Films, Inc. 124 W. South Street Newman Visual Education Company 783 West Main Street

Minneapolis Midwest Audio Visual Co. 10 West 25th Street

MISSISSIPPI

Jackson Jasper Ewing & Sons, Inc. 227 East Pearl Street

MISSOURI

St. Louis W. Schiller Company, Inc. 1101 Clark

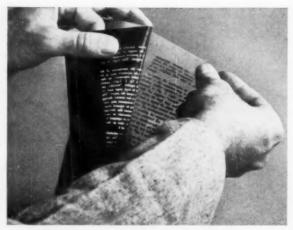
**Webster Groves** Reed Audio Visual Company 167 South Elm Avenue

Lincoln Stephenson School Supply Company 935 "O" Street

NEW JERSEY **East Orange** Oscar H. Hirt 191-193 Central Avenue



**DEVELOP.** Process exposed negative and positive film together.



PEEL APART and you have it . . . a transparency for projection. For translucent originals, the process is even simpler!

• There's no more need to be a photographic technician in order to prepare your own transparencies for overhead projection. With Ozalid's "do-it-yourself" Projecto-Printer Kit anyone can prepare onthe-spot transparencies from visual materials contained in textbooks, manuals, charts . . . in fact, any printed material. You can get dozens of new visual effects and colors, inexpensively, in minutes. No darkroom and no trays! And the Projecto-Printer is completely portable.

Ozalid has set up a nationwide network of visual

aids dealers to assure you of helpful advice and fresh materials. For a revealing, dramatic demonstration of these new techniques in visual aids, call your local dealer. He's listed below! Don't miss his "D" Day Demonstration!

ZALID isual aids A Division of General Aniline & Film Corporation Johnson City, New York

#### this exciting new technique in visual aids

#### NEW YORK

#### Buffalo

Philip L. Burger 212 Summit Avenue

#### Binghamton

Wilbur Visual Service, Inc. 28 Collier Street

#### Rochester

James E. Duncan, Inc. 139 North Union Street

#### Westbury

Ken Killian Company, Inc. 723 Prospect Avenue

Ideal Motion Picture Service 371 St. Johns Avenue

#### NORTH CAROLINA

#### Charlotte

Christian Film Service 1302 E. 40th Street

Wilfong & Kendall School Supply Company 230 Trade Avenue

#### оню Akron

Akron Camera Co., Inc. 1667 W. Market Street

Vere Smith's Audio Visual Service 42 N. Court Street

#### Cincinnati

Ralph V. Haile & Associates 326 E. 4th Street

#### Cleveland

Harpster Audio-Visual Equipment 13902 Euclid Avenue Tonkin Visual Methods, Inc. 18010 Euclid Avenue

#### Dayton

Twyman Films 400 West 1st Street

#### OKLAHOMA

Oklahoma City Triangle Blue Print & Supply Co. 525 North Robinson Street

Triangle Blue Print & Supply Company 314 South Cincinnati

#### PENNSYLVANIA

Harrisburg J. P. Lilley & Son 928 N. Third Street

#### Philadelphia

Oscar H. Hirt 41 North Eleventh Street

#### SOUTH CAROLINA Columbia

Green's Audio-Visual Center 4016 Kilbourne Road

#### TENNESSEE

#### Knoxville

Frank L. Rouser Co., Inc. 315 W. Cumberland Avenue

Memphis Ideal Pictures Company 18 South Third Street

#### Nashville

Graphic Reproductions, Inc. 122 5th Avenue, North

#### TEYAS

#### Dallas

Texas Educational Aids of Dallas 4006 Live Oak Street

#### Houston

Texas Educational Aids 2606 Fannin

Sound-Photo Sales Company 2107-A Broadway

#### San Antonio Donald L. Smith Company P.O. Box 1736

#### VIRGINIA Norfolk

**Tidewater Audio Visual** Center 29 Southern Shopping Center

#### Richmond

W. A. Yoder Company 714-16 N. Cleveland Street

#### WASHINGTON

#### Seattle

#### Seattle Art & Photo Supply 359 Roy Street

#### Inland Audio-Visual Co. N. 2325 Monroe Street

#### WISCONSIN

#### Eau Claire K. A. Anderson Central Audio-Visual Supply 308 E. Grant Avenue

Photoart Visual Service 840-44 N. Plankinton Ave.

#### Washington, D. C. U. S. Microfilm Corporation 1404 M Street, N.W.

APRIL 4, 1958

# THE SCRATCH PAD By T. Harry Thompson

April First is behind us and I'm sure you weren't fooled, least of all by hopes of lower taxes. Seems the cold war took cold cuts off the menu.

Incidentally, they tell me the taxbite on Bell Telephone is 20 cents out of every dollar received for services rendered.

Old-timer: One who can remember when Chase & Sanborn coffee was called "Seal Brand."

"At cocktail-parties, people are either passing drinks, making passes, or passing out."—Robert Q. Lewis.

Cessna might have had faultier punctuation than in this balloon-type headline, but I doubt it: "Who me fly! My own airplane?"

Conrad Hilton picked a pat title for his book: "Be My Guest."

Somewhere in its printed matter, Jersey Standard might find a place for this columnar coinage: "Esso Essays."

Neat epigram by Zenith TV: "It's the getting up that gets you down."

J. V. Miksa, general s.m. of Kingsford Co., Iron Mountain, Mich., tells me his firm got a nice response from the trade with this light-hearted poster: "Pre-Fire Sale . . . Kingsford Charcoal Briquets."

At his own expense, Don Raihle, v-p of Hardware Mutual Insurance, Minneapolis, has printed a readable collection of pithy paragraphs under the title: "They said it in 1957." The column is proud to be included.

Merrill Lynch borrowed from the military for an effective headline: "Selective Service... for Investors!" "So he tackled the thing they said couldn't be done . . . and he muffed it." Well, that's about par for the course.

It was gratifying to see Janney, Dulles & Battles, Inc., use "A Word on Capital Punishment" as a headline. The column's version was: "Bear market: Capital punishment."

I often think of the fellow who has trouble pronouncing aluminum. What, I wonder, would he do with aluminium?

Copywriters have latched onto something new. They take a product as uncomplicated as a cough-drop or a mouth-wash and build it into a Big Deal by saying: "Sold without a prescription!"

In a blurb for a new food-feature, The Philadelphia Inquirer gives out with an apt play-on-words: "A Mere Truffle."

Bert Lahr's writer did us all a favor when he provided this line to use on some pesky members of a Beaver Patrol. Bert, the wood-chopper, said: "Go find some nice quicksand to play in!"

The phrase-makers are ever with us. In horse-breeding terms, out of Missile, by Satellite, comes: "A sense of urgency," now firmly entrenched in the language.

In iconoclastic mood, I stick my neck out to say the barber-shop-quartette legend is a myth. I've had as many haircuts as the next guy and I have yet to hear anyone break into song in a barber-shop.

Out our way, more and more doctors say they "don't go out any more." What are you supposed to do in case of sickness? Call a plumber?

#### Advertising is an art, not a science

Away back there, somebody figured out that pi (which has nothing to do with Mom's blueberry) is 3.14159 plus . . . a reasonably exact ratio of circumference to diameter, when dealing with circles.

In advertising circles, on the other hand, we have no comparable formula so that we can say, with exactitude, that this or that is so and make it stick.

In spite of the noblest efforts of the Nielsens and Starches, there is not even a Mendelian Theory on which we can get together when asked to approve an advertising theme and a copy-series prepared to present it.

Advertising is an art and will remain so. The less scientific we try to make advertising, the more human and appealing it will be to the masses we must capture and captivate.

Clients have the power to APprove, but not necessarily IMprove, a marketing plan, an advertising idea, or a piece of copy.

It takes viscera . . . and a reasonable bank-account . . . to put that point across. But costly experience has proved over and over that some things should be left to a pro.



# 38¢ out of every dollar spent on consumer goods and services is spent by households that read an average issue of

LIFE gives an advertiser a vast and responsive market every week. The average issue of LIFE is read by 15,320,000 households—31% of all U. S. households. And these 31% buy 38% of all consumer goods and services.

What a market. And what a selling opportunity, when you know for certain that you can reach 38¢ out of every U.S. consumer dollar spent.

These newly released figures from LIFE's Study of Consumer Expenditures reaffirm what LIFE ad-

vertisers already know: that all across the country, people who read LIFE are the people who are receptive to selling messages . . . the people who actually do the better-than-average purchasing.

No wonder in 1957 advertisers invested \$47 million more in LIFE than in the next leading magazine.

No wonder advertising appearing in LIFE is the advertising most often used by retailers for store tie-in displays . . . by actual count, far more than that in any other magazine.

(Copyright, 1958, Time, Inc.)

ONLY IFF gives you

so much marketing information...so swiftly, so surely

Source: LIFE's Study of Consumer Expenditures, an analysis of \$200 billion of the \$265 billion spent by U. S. households for consumer goods and services in 1956.

Fuel Tank Presure Servo End

### BY JUPITER, IT'S TALKING BACK!

Miles high in the sky, missiles are talking back telling the men responsible for their design, production and flight exactly what it's like out of this world.

And missile men are talking back to AMM . . .

First they sent back word that a magazine like AMM was vitally important to their work. Trained researchers set up information channels from the practical design and production engineers in the aircraft and missiles manufacturing field. This research has "telemetered" the important fact that design for producibility must be made available in one magazine.

To serve this need, Chilton created AIRCRAFT AND MISSILES MANUFACTURING. The "talk-back" so far indicates that nowhere in the \$10 billion aircraft and missiles industry can you find such a concentration of the men you must sell.

#### Proof that AMM writes for an integrated team . . .

"Your publication will fulfill a need in the business of informative dissemination" (President, test equipment). "Very timely and well written and, on the whole, content is not presented in other publications." (Project Engineer, aircraft accessories.) "...layout, copy style and editorial material seem geared for missile speed reading" (Director, industrial processes). "Visually and editorially it is outstanding" (Manufacturer, aircraft engines). Tom MacNew's clearly defined editorial plan—

to educate the integrated team, design, production and procurement—
is working extremely well. Look at the current issue of AMM,
see for yourself the editorial concentration on the needs of the men in the practical manufacturing function of the aircraft and missile industry.

#### Advertisers sell the men whose voices count . . .

AMM, with a clearly defined audience, concentrated editorial and unduplicated coverage, is your best buy. AMM is the one magazine that gives the reader (currently 18,000 buyers and specifiers in this \$10 billion industry) what he wants in one book.

This unduplicated market is yours when you use the

advertising pages of AMM.

An 8 channel oscillograph trace recorded, ready to read instantly upon blast-off. Supplied from equipment manufactured by Consolidated Avionics Corporation. AIRCRAFT AND MISSILES MANUFACTURING

A Chilton Publication, 56 & Chestnut Streets, Philadelphia 39, Pa. Tel: SHerwood 8-2000

# EXECUTIVE SHIFTS IN THE SALES WORLD

American Photocopy Equipment Co. . . .

Leslie C. Overlock is advanced from assistant national sales manager to national sales manager.

Cullman Wheel Co. . . .

Walter R. Whittle takes the post of advertising and marketing director for this maker of roller chains, sprockets and power transmission equipment. Fafnir Bearing Co. . . .

N. Bruce Bagger is promoted to manager, marketing services.

General Electric . . .

Fred W. Newman becomes manager, aircraft product service, for the Instrument Department.

Harris-Intertype Corp. . . .

Martin M. Reed is elected president of the International Division and a v-p of the corporation.

Howe Scale Co. . .

Frank E. Pringle is upped to gen-

eral sales manager of this Division of Safety Industries, Inc.

International Business Machines

Corp. . .

John N. Raines takes the newlycreated position of manager of marketing planning for the Military Products Division; John W. Luke is named Division sales manager, also a new post,

International Molded Plastics, Inc. . . .

Francis E. Holbrook is given a newly-created position, v-p in charge of marketing; he joined the company in 1948 as sales manager to set up a force for a then little known product, melamine dinnerware.

Johnston Lawn Mower Corp. . . .

Samuel O. Briggs joins this subsidiary of Jacobsen Manufacturing Co. as executive v-p and director of marketing.

Monsanto Chemical Co. . . .

Theodore S. Lawton, former assistant director of sales, becomes director of market development for the Plastics Division, a new post covering advertising and sales promotion, automotive sales development, creative design, industrial and building applications, and marketing research.

Owens-Corning Fiberglas Corp. . . . William J. Clark is advanced from manager of the Industrial Textile Sales Division to sales manager of

Paramount Paper Products Co. . . . Max Granat becomes printed tape

the Textile Products Division.

sales manager.

Pyramid Instrument Corp. . . . Milton Wisoff is advanced to executive sales manager.

F. B. Redington Co....

E. A. Siebert, who joined the company as a shop clerk in 1918, becomes executive v-p; J. C. Hotton, who came on as a sales trainee in 1932, is promoted to sales manager.

Rubbermaid, Inc. . . .

Douglas G. Sinclair, sales manager of the Canadian subsidiary, is elected to the directors board.

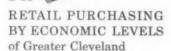
Scandinavian Airlines System . . .

B. John Heistein is boosted from central regional sales manager to general sales manager.

Wall Colmonoy Corp. . . .

F. R. Cruse, assistant sales manager, becomes sales manager of the Stainless Processing Division.

You can now have an entire
Reference
Library
on the
Greater Cleveland Market





JUST OFF THE PRESS NEW CAR SALES 1957 in Greater Cleveland by Census Tracts and Economic Levels



FOOD STORE SALES by

the A. C. Nielsen Company

on selected commodities in

Greater Cleveland's County

MAJOR APPLIANCE, RADIO, T-V SALES Detailing 480,000 units to each of the counties of the Cleveland Market

Yours without charge. Write, wire or phone

#### The Cleveland Plain Dealer

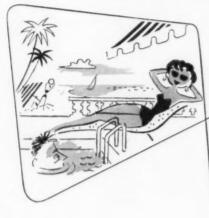
Represented by Cresmer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco and Los Angeles, Member of Metro Sunday Comics and Magazine Network.

# Convention in Session

Boca Raton



Our championship golf course is in perfect condition...and so is our Pro, Slammin' Sam Snead. We've just added a new and sporty 9-hole course, too.

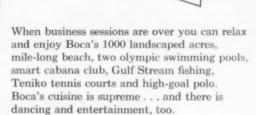


Boca provides meeting rooms of every size . . . and a real theatre with full stage and screen facilities. In addition, Boca's special staff is expert in every convention function.









There is much more we'll be glad to tell you—just write for information to I. N. PARRISH, Convention Manager Dept. B-2





HOTEL and CLUB

BOCA RATON, FLORIDA . STUART L. MOORE, President



#### Packaging showmanship

sell it in

What makes sales slips longer than shopping lists? . . . Impulse sales created by the visual appeal of Styron® plastic packaging.

Plastic containers made of Styron can give any product new merchandising advantages. Whether cheese or chess sets, this sparkling clear packaging makes things look too good to pass up. What's more, complete protection is assured, and that means repeat sales.

Let Dow Packaging Service help you choose the right container from the hundreds of standard shapes and sizes . . . opaque, crystal clear or in colors . . . imprinted or ready for your label. We'll help put your product on more sales slips.

The Dow Chemical Company does not fabricate finished packages, but rather is a raw material supplier to leading manufacturers.

FROM AMERICA'S FIRST FAMILY OF PACKAGING MATERIALS .



#### pays off here

sell it in
SARAN WRAP

When it comes to flexible packaging, sales prove the power of Saran Wrap\*. Here is visual appeal, unfailing protection and sure sell unmatched in packaging films  $\dots$  and demanded by today's self-serve merchandising.

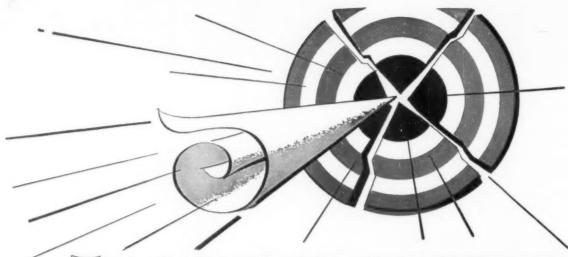
Saran Wrap is crystal clear  $\dots$  satin soft  $\dots$  gives no hint of the toughness that keeps packages looking their best in spite of customer handling.

If your product calls for flexible packaging, call on Dow Packaging Service for help in creating sales with Saran Wrap. And remember, this is the same Saran Wrap used by millions of American housewives! THE DOW CHEMICAL COMPANY, Midland, Michigan, Plastics Packaging Service 1731C.

\*Trademark of The Dow Chemical Company

YOU CAN DEPEND ON

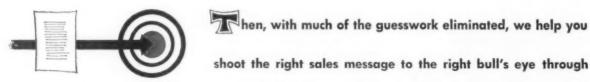




here's really nothing complicated about good <u>business advertising</u>. You just take your best sales approach and feature it in the publications read by worthwhile prospects in your best markets, so that it reaches a lot of them all at once—and often.

The only thing that's complicated is finding out, in advance, which sales approach will work best with the prospects most important to you in each separate market...

ven that can be easy (for you) when you put our "ditch diggin" sales investigators on the job to talk to your prospects and dig out the things they never tell your salesmen... what they really think about your products and your company...what they really want to know about products like yours.



the right media. The Schuyler Hopper Company, 12 East 41st Street, New York 17, N. Y.

LExington 2-3135. "Ditch Diggin' Advertising that sells by helping people buy."

#### Don't Call 'Em Non-Sales Employes!

Perhaps you'll agree that "Sales Support Group" is a better description after you read how Trans World Airlines got its 17,000 employes on the line and in the office into the sales act along with 3,000 people who work in sales.

#### By GEORGE F. HOOVER

TWA — Trans World Airlines, Inc. — has taken some of its own medicine. And it provided a tonic liked by management and employes.

The tonic: A sales incentive contest for all of its 20,000 employes of whom 17,000 are "non-selling" and 3,000 are in sales.

TWA has found:

- 1. Sales of \$4,107,149 can be tied directly to its Tee-Way Prize Program, which ran from July 1 through December 31.
- 2. At least 7,500 "non-selling" employes participated in the program—and won awards.
- 3. It is a mistake to describe people in non-sales departments as "nonselling" employes.
- 4. Too many "contests within a contest" can confuse participants.

5. Air travel, which TWA sells corporations as contest prizes, can be a major prize in an airline contest.

Performances of the sales and nonselling employes were judged separately and the two types of employes were not in competition with each other. The job done by those not in sales was so good it brought this statement from John F. Forsyth, coordinator of the Tee-Way program:

"The terminology applied to the other than sales group — 'non-sales' group — was unfortunate. A better classification would have been 'Sales Support Group'."

Here's why: Of approximately 410,000 Courtesy Cards (the main point-getter for non-sales personnel) distributed by TWA employes, 27,-433 led to air space sales and found their way back to ticket sales counters. By mailing and/or handing these cards to friends and people with



TEE-WAY BIRD provided theme art for TWA's gigantic sales incentive.

whom they do personal business, 3,-350 non-selling TWA employes sold—and earned 10,436,102 prize points. (Of these employes, 340 serve TWA overseas.)

The system worked this way:

A TWA employe (perhaps a hangar mechanic or a secretary) mailed a card to his dentist. The dentist went on a trip. When he bought his TWA ticket, he turned the Courtesy Card over to the person who sold him the seat. The card was then sent to TWA headquarters and points were issued, through IBM tabulation, to the employe who originally circulated the card.

"Jack" Forsyth says: "It is, of course, impossible to determine how much of the \$4,107,149 developed as a result of the Courtesy Service Cards was new business. If approximately 5% of that amount was new business,

Go girst class!

PLEASE DON'T FOLD OR MUTILATE THIS CARD

INTRODUCTION
TO
COURTEOUS SERVICE

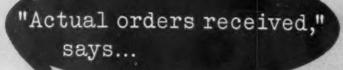
Introducing

Please present this introduction card to any TWA ticket sales agent when you pick up your ticket. The employee who gave it to you will receive credit for your flight in our campaign of courteous service.

Fly TWA
TRANS WORLD AIRLINES

THIS EQUALS SALES: Of 410,000 Courtesy Cards like this distributed by TWA's 17,000 "non-selling" employes,

over 27,000 led to \$4 million in sales during the airline's Tee-Way Prize Program. Card credit was earned by 3,350.



#### SMALLEY, LEVITT & SMITH

· ADVERTISING · PUBLIC RELATIONS ·

KNICKERBOCKER BLDG. • 643 SOUTH OLIVE ST. MUTUAL 5336 • LOS ANGELES 14. CALIF.

Mr. Allen Rose The Wall Street Journal 2999 West Sixth Street Los Angeles 5, Calif.

Dear Mr. Rose:

Our series of ads in The Wall Street Journal for Lyon Van & Storage Company, Los Angeles, must have been seen by every subscriber, judging from comments heard by Mr. Frank A. Payne, president of Lyon.

From actual orders received, references to the advertising copy assures us these ads rated very high as to read some and read most. The traffic manager of one of the West's largest companies said he had been unaware of the extent of Lyon's services until seeing the Journal ad.

We have ample evidence that top executives read -- and act upon -- the advertising in The Wall Street Journal!

Very truly yours,

Jack Smalley

#### When Visibility's Unlimited...Sales Go to the Top

Got a copy of today's Wall Street Journal handy? Take a look at the ads. In fact, see how difficult it is *not* to notice them! The Journal's unique 6-to-a-page, wide column format gives every ad outstanding display. Couple this with the decision-making audience you get only through The Journal. Result: actiongetting advertising that can pay off in real results.

**CIRCULATION OVER 530,000** 

THE WALL STREET JOURNAL

published at:

NEW YORK, 44 Broad St. and WASHINGTON, 1015 14th St., N. W. - CHICAGO, 711 W. Monroe St. DALLAS, 911 Young St. - SAN FRANCISCO, 1540 Market St.

then the program will have more than paid for itself."

A total of 20 subcontests were part of the Tee-Way Prize Program and total prize points issued amounted to over 33½ million. Dollar value: \$171.599.

TWA employes all over the world, from Los Angeles to Manila participated and E. O. Cocke, senior vice-president, sales, called the program "the biggest undertaking of this kind in TWA's history, and I believe the biggest that any airline has conducted."

The idea for the Tee-Way program came from TWA's recently departed president, Carter L. Burgess. Once it started, Burgess "breathed on Jack's back." "Jack" is Jack Forsyth.

Following a teaser campaign supervised by the New York office and implemented by mail and by activity of the airline's 600 payroll group heads, the contest was officially announced in the TWA house organ, Skyliner, on July 4.

#### Contest Rules

The E. F. MacDonald Co. prize book was sent to each employe, as were Courtesy Cards and special mailings to arouse and hold interest. Every month the Skyliner published the names of employes who had accumulated points and the number earned. New posters and other promotional material went to the payroll heads every three weeks for distribution. Ninety percent of the promotional material was planned before the contest began.

Since Courtesy Card distribution was the best individual way for employes to gain prize points, Forsyth emphasized their use. One promotion piece shows the Tee-Way Bird (symbol of the program) dressed in a matador's costume with a bull charging from the rear. The bullfighting bird's cape carried this message:

"This is no bull! You can sell TWA! Enclose at least one of your Courteous Service Cards when you mail your next check to the—

"Gas & Electric Co., Telephone Co., Water Co., Insurance Co., Department Store, Doctor, Dentist, Milkman, Laundry, Bank, Landlord.

"At least one person at each location will read a sales message about TWA. One of them may fly TWA and use your card. This works..."

A lot of employes took this message to heart. They sent the cards with bill payments. They sent them to friends. They gave them to relatives who distributed them.

Forsyth says some employes distributed as many as 4,000 cards each.

This was a rarity. However many distributed from 50 to 100 cards.

Among the various contests included in the overall program was the Mystery Passenger Award. Mystery Passengers were traveling friends of TWA executives who were given cards worth 1,000 points apiece (value: \$5) when presented to a TWA employe. Anytime a Mystery Passenger was impressed by outstanding TWA service, whether performed by pilot or porter, he gave that employe the card. Overseas, Alfonso Tufano. lead transportation agent for TWA in Rome, received three of these Mystery Passenger Awards. But one Washington, D. C. employe was awarded five.

Here's a rundown on some of the other contests included in the pro-

Oscar Award: For hostesses and pursers only. They received prize points on the basis of letters of commendation. Prize points ranged from 50 to 500.

Over Quota Program: District sales personnel only. Bonus points were awarded to each employe for every percentage point up to 5% over the passenger boarding quota.

Million Point Club: Station passenger service personnel only. Stations were divided into six categories. Two hundred prize points were awarded each employe at one station in each of the categories for the best station on-time performance.

Air Freight Lifting Contest: During September, October and November only. Six hundred persons were eligible to win 250 prize points monthly if the air freight dollar sales figure exceeded a quota.

Among others: Power plant program, shop program, hangar program, air travel plan sales, purchasing department program, field maintenance contest, retirement plan program, engine change program.

It's no secret that TWA had lost a lot of first class business because of its heavy emphasis on tourist service. When Carter Burgess joined the airline (January, 1956), one of his first considerations was to raise TWA's passenger service standards. The new "Jetstream" airplanes offered an opportunity for TWA to re-establish its first class position.

Says Forsyth: "The Tee-Way Program was designed not only to immediately increase our sales—but also to serve as a continuing influence for

sustained attention to service and savings."

Grand award winners were named in two Courtesy Card program categories: "Most Points Accumulated" and "Most Number of Sales."

"Most Points" winner was Elmer Armbruster, Kansas City passenger service representative, who accumulated 409,700 points. His prize: an English Mark II Zephyr automobile.

Accounting for "Most Number of Sales" was Fred C. Corby, passenger service representative in Harrisburg, Pa. Corby's 690 sales entitled him to an all expenses paid two-weeks vacation for two, plus \$400—plus air travel anywhere TWA flies.

In the contest for sales personnel only, Margaret G. Lesker, Pittsburgh ticket sales agent, won first prize—\$750 and a trip for two around the world via TWA and Northwest Airlines (she and her mother leave April 12). It may sound unusual for an airline to give air travel as a prize, but this prize pass for two around the world is valued at \$3,400.

Second and third prizes in all categories were prize points. And prize points meant merchandise.

It's no doubt the employes won. But what about TWA? Aside from the \$4 million plus brought in by Courtesy Card Sales, it's hard to measure direct results of the Tec-Way Program. But it's not hard to measure TWA's overall performance as compared to 1956.

#### 20% Participation

In increased domestic passenger miles percent of change from '56, TWA led both major competitive airlines July through October. It's increase slipped behind United Air Lines in November and December, but still remained ahead of American. The same standard for international flights shows TWA leading its competition in increased percentage every month except July.

TWA's Tee-Way Bird can well beam over the results of the program. As Forsyth says: "An acceptance by over 20% of eligible employes in the Courtesy Card Program is the highest figure ever attained by any airline in a similar contest. Our so-called 'non-selling' employes were selling!"

But what about "next time"? Here are some of the things Forsyth learned —from experience.

"Kick-off meetings could have been more enthusiastic than they were.

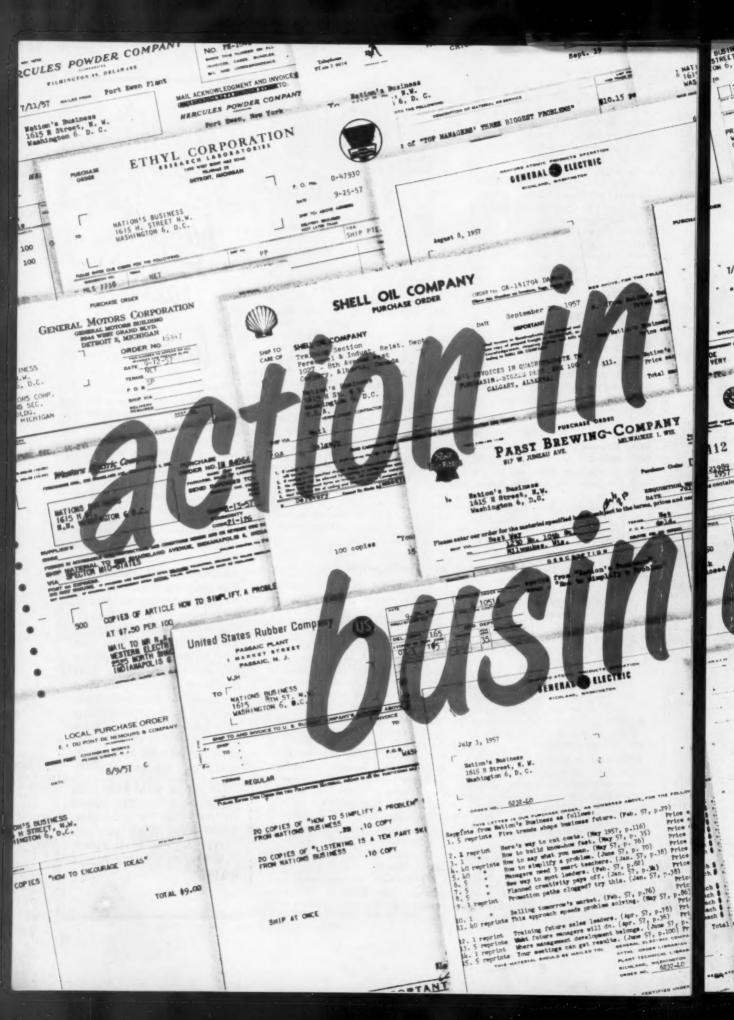
"There were too many department contests. The caliber of the promotion of those individual contests could have been greatly improved."

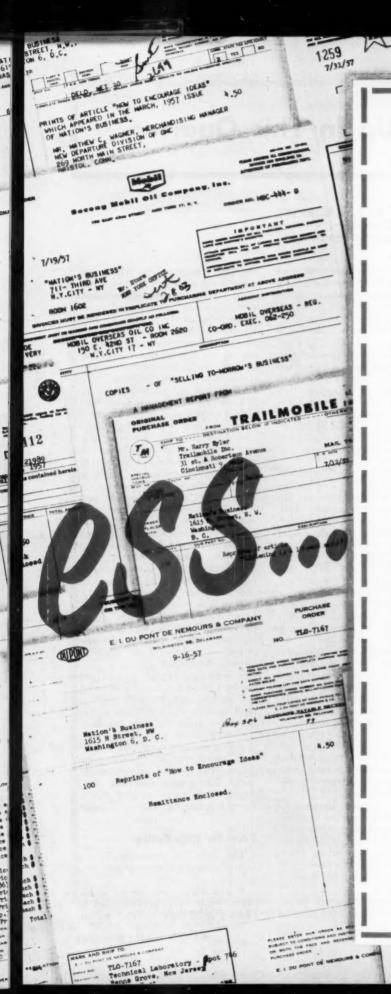
# What's your biggest sales hurdle?

Searching for a way to enter the hard-to-get-into offices? Trying to make a lasting impression on the people who buy BIG? You can cinch an "appointment" with them any day you choose—through The Wall Street Journal.

The Journal is the one advertising medium that reaches your best business prospects everywhere, every business day. It is the publication America's leading executives rate first in usefulness and importance. That's why recognition through The Wall Street Journal goes a lot further than an ordinary handshake. It's your best means of reaching your best prospects at the best time. Satisfied Journal advertisers have learned through profitable experiences that this medium produces results (see testimonial on opposite page).

No matter what your sales problem is, through The Journal you can convert it into a sales opportunity. When you advertise in The Wall Street Journal, something <u>really</u> happens.





#### 25,869 Business Firms Purchased 557,203 Editorial Reprints

. . . from Nation's Business in 1957. No other business magazine gets so many telegrams, letters, purchase orders for reprints issue after issue. Why? Because no other editors report so thoroughly, factually and promptly on the three greatest interests of today's business leaders: government problems, national issues, business leadership.

Look at the names of the important firms on the purchase orders reproduced here—just a handful selected at random from thousands. These companies know the big difference between ordinary news coverage and the useful type of Nation's Business articles. They purchase these reprints and put them to good use in the efficient management and profitable operation of their own businesses!

ANY

Advertisers find that this No. 1 all business magazine not only holds attention—it also gets action. That's why Nation's Business advertising linage was up 17% in 1957—and up a whopping 40% the past two years. That's undeniable proof that action in business . . .

#### ... RESULTS WHEN YOU ADVERTISE IN NATION'S BUSINESS

And the reason is this: of the 780,000 subscribers, 550,000 are presidents, owners, partners in manufacturing, construction, banking, wholesaling, retailing, transportation. You reach more of these ownershipmotivated readers through Nation's Business than through the next two business magazines combined, and at a lower cost per 1000.



780,000 PAID CIRCULATION, including 700,000 owner-

including 700,000 ownership-motivated business executives who have personal subscriptions and 80,000 business-members of the National Chamber of Commerce.

#### Nation's Business

... edited for ownership-motivated businessmen

#### Recession Turn-Up In This Quarter

## By PETER B. B. ANDREWS Chairman Future Sales Ratings Board

The sharpest part of the recession in production and employment is believed by the Board of Analysts of Future Sales Ratings to be over. While a radically resilient snapback in all business indices is not visualized, the spring consensus of reanalysis by this 307-man group of economists, statisticians and marketing men foresees a distinct turn during the current quarter, with the betterment gradually gaining momentum as the year progresses, and activity winding up in 1958 on a high note.

Bases for pessimism have been widely and excessively publicized, and they are not, in the Board's view, as valid as some think them to be.

Actually, the current recession was kicked off originally by money conditions the tightest in many years, followed by defense cuts, heavy inventory reductions and a cut in plant and equipment expenditures.

#### Money Tight in '57

Regarding the first of these — money conditions — the Government had by the summer of 1957 produced the highest structure of interest rates in a quarter century. Steadily more restrictive monetary policies were aimed at capping an inflationary wave of prices. Because of the painfully high cost of money, expansion plans in some instances were postponed, renovation plans were retarded, and inventory buying was held in check. Home buying was cut sharply because of the high cost of mortgages.

Government "deflation engineering" thus had worked, even though price inflation was not entirely stopped. Now, however, the policy has been strongly reversed, with both discount rates and reserve requirements of banks reduced to the point where there is a great deal of money available at attractive rates. In effect, we have "inflation engineering" in full sway, and those who had gone light on inventory buying, plant and equipment expanding and buying of new homes because of distressingly

high money rates are now encouraged to—and many very likely will—make their commitments.

As to defense cuts, these, like tight money, brought lowered economic activity and sparked what turns out to be an explosion of unemployment. Now the defense policy, too, has been sharply reversed; total procurement contract awards, including construction and other classes which had totaled \$17.8 billion for the year 1957, are scheduled at \$23.6 billion this year, a jump of about \$6 billion! Employment, accordingly, should rise progressively as these contracts produce activity.

The heavy-inventory-reduction factor previously mentioned as feeding the recession simply represents the normal working of the economic cycle; there had been some routine over-expansion of stocks and perhaps tight money had prevented this excess from being worse than it was. Inventories, however, have been cut deeply, and we are at the up-point of the inventory cycle, with acquisitions likely to be stimulated by easy-money conditions. Rebuilding of inventories will be a major stimulant to general business improvement for the nation.

Cuts in plant and equipment expenditures have been indicated emphatically as a basis for pessimism, with some maintaining that a condition of excess capacity exists generally throughout industry as a result of over-expansion. These contentions, however, obscure the facts that technology does not stand still and that much machinery nowadays is replaced not because it is worn out but because something new and attractively efficient has been developed.

The billions spent by American industry in research programs in recent years are only beginning to bear fruit. The machinery people certainly are not going to stop inventing better machines, and American industry is not going to stop being interested in technical progress.

Easy money, moreover, is bound sooner or later to reverse the effect of

the tight money policies which postponed much plant and equipment buying; a favorable financing situation now exists and many blueprints are reappearing off the shelves. Further, the vital push of expanding population and big expanded future markets require the sage businessman to have adequate production facilities, as keen competition dictates the necessity of efficient plant and machinery.

Unemployment also is being limelighted by pessimists as a strong minus factor in the present economic situation. Unemployment, however, is an effect, not cause, of the recession; the forces which brought it about (defense-spending reduction, excess-inventory accumulation, high cost of money, etc.) are, for the most part, now operating in reverse. This, along with a speedup in public works and other Government efforts, will restore an employment up-trend. Lower employment, as a matter of fact, places management in a somewhat better bargaining position and lessens the potential profit squeeze.

Saturation, too, is being emphasized by some on the unfavorable side of the ledger. That has been a familiar cry, intermittently through the most prosperous periods of our economic history. Saturation, however, is a ridiculous word to apply to a progressive country with a rising living standard such as ours. It might apply to some country which still uses scythes to harvest grain, but here the desire for better things and more of them is strong and the inventive, productive, advertising and distributional genius make further progress a certainty. Rising population and rising standards of living can lead only to record-breaking consumption of goods.

#### **Bases for High Ratings**

The bases for favorable Future Sales Rating are considerable:

A continued very strong public buying power. This is exemplified by January retail sales of \$15.5 billion,

#### FUTURE SALES RATINGS ... for April 1958

Most of the second quarter ratings for the 114 industries are down from last year, as might be expected, but the outlook for the 12-month period ahead is far more optimistic.

#### He rotated to table

#### Key to Relative Size Ratings

(By Industry sales volume)

A-\$10 Billion and Over

B-\$7 Billion to \$10 Billion

C—\$4 Billion to \$7 Billion

D-\$2 Billion to \$4 Billion

E—\$1 Billion to \$2 Billion
F—One-Half Billion to \$1 Billion

G-Under a Half-Billion Dollars

#### Key to Sales Prospect Ratings

(All ratings are relative to the median (\*\*\*), which indicates approximately no change in relation to the corresponding period of the preceding year.)

\*\*\*\* Best Relative Outlook

\*\*\* -- Very Good Relative Outlook

\*\*\* -Good (Medium) Relative Outlook

\*\* -Fair Relative Outlook

★ —Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Otr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Ofr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key
Advertising	A	****	****	Luggage	G	***	***
Air Conditioning	E	***	****	Lumber & Wood Products	A	****	***
Air Transportation	E	****	****	Machine Tools	F	**	***
Aircraft Sales	C	***	***	Machinery (Agric.)	E	****	****
Atomic Energy	G	****	****	Machinery (Ind'l.)	В	**	***
Auto Sales (New)	A	**	***	Materials Handling	D	**	****
Auto Sales (Used)	E	***	***	Meats	C	****	****
Auto Service & Parts		****	*****	Medical and Dental Care	C	****	****
Auto Tires	E	***	***	Metal Containers	E	****	****
Baking	D	***	***	Metals (Non-Ferrous)	C	**	****
Banks (Revenue)	E	***	****	Motion Pictures	E	**	***
Beer	c	***	***	Musical Instruments	G	***	****
Boating	D	****	****	Office Equipment	c	****	****
Building (Manual)	A	****	****		E	****	****
Building (Heavy)	ĉ	****	****	Oil Burners	Ğ	****	****
Building (Residential)	E		****	Oil (Cooking)	D	**	***
Candy & Chewing Gum	E	***		Oil Equipment	E	****	****
Canned Fruits & Vegs		****	****	Packaging & Containers	Ē		****
Cereals	G	***	****	Paint		***	***
Chemicals	A	***	****	Paper & Products	C	***	
Cigarettes	C	***	****	Personal Care	D	****	****
Cigars	G	***	***	Photographic Supplies	G	****	****
Clothing (Men's, Women's				Plastics	E	***	****
& Children's)	A	***	***	Plumbing & Heating	C	***	****
Coal (Anthracite)	F	*	*	Printing & Publishing Equip	F	**	***
Coal (Bituminous)	D	**	***	Radios	F	**	***
Coin Machine Sales	D	***	****	Railroad Equipment	D	**	*
Commercial Printing	E	***	***	Railroads	В	*	**
Cosmetics	E	***	****	Refrigerators	E	**	***
Cotton Textiles	A	***	****	Restaurants & Bars	A	****	****
Dairy Products	D	****	****	Restaurant Equipment	E	***	****
Department Stores	A	****	****	Rock Products	E	****	****
Diesel Engines	G	**	***	Rubber Products	D	***	****
Dinnerware	E	***	***	Security Financing	E	***	***
Drugs & Medicines	c	****	****	Shipbuilding		***	***
	E	****	****	Shoes	C	***	****
Dry Cleaning	F	****	****		G	***	***
Education	c	****	****	Silk Textiles	_	**	****
Electrical Eq. (Industrial)		***	****	Silverware	G	****	****
Electrical Eq. (Consumer)	D		**	Soap	_	****	****
Exports	A	***	****	Soft Drinks	F	***	****
Farming	A	20.00.00.00		Sports & Sporting Goods	C		
Flour	D	***	***	Steel & Iron	A	**	***
Food Processing	A	****	****	Sugar	E		***
Furs	G	*	**	Surgical Equipment	G	***	***
Gasoline & Oil	C	***	****	Synthetic Textiles	E	***	***
Glass & Materials	E	***	****	Television	E	***	****
Government Procurement	A	***	****	Toothpaste & Mouthwashes	G	***	****
Groceries	A	****	****	Toys & Games	E	***	****
Hardware	D	****	****	Trailers (Auto)	G	**	***
Hotels	D	***	****	Travel & Vacations	A	**** .	****
House Furnishings, Floor		188		Travel Overseas	D	***	****
Coverings, Furniture, etc		***	****	Trucks :	D	**	***
Household Products (Misc.)	C	****	****	Utilities (Electric)	c	****	****
Imports		***	****	Utilities (Gas)	D	****	****
Instalment Financing		****	****	Utilities (Telegraph)	G	**	**
Insurance	A	****	****	Utilities (Telephone)	c	***	****
Jewelry & Watches	Ê	**	****	Vacuum Cleaners	G	**	***
Laundries	F	****	****	Washers (Household)	E	**	****
Liquor (Alcoholic)	c	**	****	Woolens & Worsteds	D	***	****

Note: Future Sales Ratings are especially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

topping those of January 1957 by 5.2% and being the highest for that month on record, an impressive showing in view of higher unemployment.

#### Income Remains High

Despite unemployment, total personal income for January was at a record high for the time, totaling \$343.6 billion, compared with \$336.3 billion for January 1957, the previous peak. Total personal income includes labor income (wages, salaries, etc.), farm income, proprietors' and professional income, rental income of persons, dividends, personal interest income and transfer payments. Biggest gain came in transfer payments, which include payments not resulting from current production, such as socialsecurity benefits, military pensions, corporate gifts to non-profit institutions, direct relief, unemployment benefits and consumer bad debts. Transfer payments increased from \$19.5 billion in January 1957 to \$23.3 billion in January 1958, reflecting the effective workings of the economy's built-in, anti-recession

Aside from the workings of these automatic anti-recession factors, public financial condition is strong. There are none of the elements present which caused a complete collapse of the nation's financial system in 1929. Public savings actually are at a record high, and a huge buying power exists in savings.

Individuals in the United States own more than \$452 billion of such financial assets as cash, bank deposits, savings and loan shares, insurance loan value, and Government and municipal securities. In addition, about \$300 billion of corporate bonds and stocks are owned by the public, compared with individual mortgage and consumer debt of under \$175 billion, leaving net of about \$577 billion, which is close to three times all annual retail sales of the U.S.

A reduced savings rate would be economically logical and would result in heavier spending for goods and services. Continued progress in the presentation of fine, new, improved products, and the continued advance of the highly developed and successful advertising and selling system of the country could convert some of the unnecessarily large savings into buying of goods.

In the year 1957 personal savings of \$20.2 billion came on top of personal savings of \$20.0 billion in 1956, \$15.8 billion in 1955, \$17.9 billion in 1954, \$19.7 billion in 1953, \$19.0 billion in 1952, \$17.7 billion in 1951, and \$7.6 billion in 1949. This represents the largest accumulation of savings in any comparable period in his-

Taking only one savings factor: Deposits in the country's mutual savings banks advanced \$1.7 billion in 1957 to a \$31.7 billion total, compared with an increase of \$1.8 billion in 1956 and \$1.8 billion in 1955. The number of accounts rose 330,000 in 1957 to an aggregate of 21,382,000, and assets of the banks climbed \$1.8 billion, to a total of \$35.2 billion.

American corporations' assets, too, are at a new peak. Current assets are now estimated at \$234 billion, including \$37 billion cash, and current liabilities total \$125 billion, leaving a high \$109 billion net working capital for further development of products attractive to the public and for financing the adequate promotion of a wide variety of goods which will further raise the nation's living standards.

#### More Working Capital

For perspective on the growth of corporate working capital, current assets as of March 31, 1957, totaled \$224.9 billion, including \$31.9 billion cash, and current liabilities \$118.9 billion, leaving net working capital of \$106 billion. This compares with \$103 billion in 1956, \$98.9 billion in 1955, \$91.8 billion in 1954, \$74.3 billion in 1950, \$56.2 billion in 1946 and \$36.3 in 1942.

Higher spending for defense will be a major stimulant. While military procurement contracts were restricted to \$5.7 billion in the second half of 1957, they will approximate \$10 billion for the first half of 1958, and very likely will rise further later. Aggregate defense procurement contract awards, including construction and other classes, were \$17.8 billion for 1957, while for 1958 they are expected to exceed \$23.6 billion.

State and local governments, too, are slated to spend much more heavily in 1958. The Board's estimate of such spending totals \$39 billion for 1958, compared with \$36 billion for the full year 1957. As population rises, pressure grows for more schooling, municipal buildings, street and roadway facilities and recreational facilities.

Federal spending will rise also in areas other than defense. Total new highway construction for the year 1958 is estimated at \$5.5 billion, a jump of 14% over the year 1957. Another \$2 billion is slated for construction and improvements of post offices and postal facilities, though it is scheduled to be spent over a threeto-five-year period. The volume of spending by Federal, state and local governments is expected to surpass \$121 billion and will represent not far from 30% of our entire gross national product—a major constructive force, indeed.

Total new construction activity this year may rise 5% over 1957. The very important category of home building, representing over 35% of all private and public construction, is estimated at a \$17.6 billion total for 1958, a 6% gain over 1957, in which year there was actually a 6% dip under 1956. Easing of mortgage terms and the bringing of labor costs under better control will help the industry to a prosperous year in 1958, with favorable reactions on the entire economy.

Consumer spending for soft goods and services is at a record high. Though buying of durables is down, particularly in the automotive category, spending otherwise is at a peak. Continued large growth of population feeds the high demand for soft goods and services, and durables must inevitably follow the trend. Demand, overall, is great enough to keep pushing prices upward despite the production-and-inventory recession. This recession, in fact, already has the distinction of being the only one in economic history during which prices have climbed to new all-time highs.

New orders to manufacturers will increase. This will reflect growing releases of military procurement orders and local government and private contract awards, as well as a

#### No Salesmen in Russia

"No Soviet plant has a public relations department or advertising department, office for employer-employee relationships, or even a sales manager and staff. Salesmanship, the first of all occupations in America, does not exist in our sense at all."

-John Gunther in "Inside Russia Today"



# INTERBUPTED!

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#### if a priceless audience switches channels

This situation has happened all too often in the past. But now it seldom occurs, because most of the vast transmission and control networks are designed on a modular basis.

Circuitry is arranged so that essential elements or sub-assemblies can be disconnected quickly...and spare parts inserted... while parts in trouble are checked when convenient.

How about your system or product? Do your customers encounter loss of time, loss of equipment use, loss of production because of hard-to-follow wiring or transference of control elements? Perhaps the reliability of your products could be improved through the use of Cannon Plugs modular units. Cannon makes over 27,000 different plugs—can engineer them to meet your requirements in modular "black-box" unit assemblies to minimize interruptions and make it possible to correct them, if they should occur, in a matter of seconds. Cannon will design and make the plugs and assemblies you need. Write today for brochure "The Modular Concept" which explains how modular designs can save dollars. Please refer to Dept. 505.

Cannon Electric Company, 3208 Humboldt Street, Los Angeles 31, California.

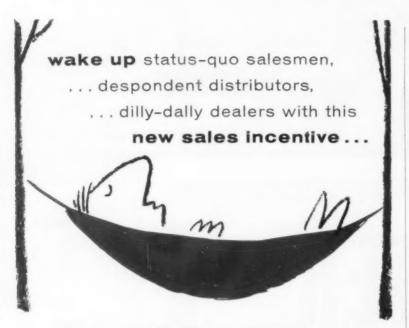
GALLION

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Where Reliability for Your Product is Our Constant Goal

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#### ... the world's first electric watch by ⊢AM/LTON



There's no better incentive to put more sell into salesmen, more drive into distributors, more determination into dealers . . . than the dramatic new Hamilton Electric Watch. That's because this amazing new concept in time-keeping has everything it takes to get real sales results.

First, there's the Electric Watch itself—bold new styling . . . uncanny accuracy . . . greater convenience to the wearer (no mainspring, no winding). And like all Hamilton watches, it bears a prestige name that assures a genuine pride of ownership that no other award can match. Your Hamilton Electric Watch awards show that you know what's best, that you do things right. Consider these advantages in your sales incentive plans.

For more information, see your Hamilton jeweler or write to Department SM-41, Presentation Sales, Hamilton Watch Company, Lancaster, Penna.

#### HAMILTON #

The Preferred Award Watch

\*Other Electric Watches from \$89.50 to \$200. Patents Pending

generally under-inventoried situation of industry, brought about by too rapid depletions of inventories and radical cutbacks in production.

Tax system provides a cushion. Over half of corporation declines in income and a substantial percentage of declines in personal income are counterbalanced by decreased tax liabilities. Pressure is on, moreover, for a cut in taxes, and any prolongation of the recession would surely result in such a cut.

The much discussed decline in plant and equipment expenditures will be more than offset in other segments of the economy. The Federal Government's official estimate of new plant and equipment expenditures for the first quarter of 1958 is \$35.52 billion annual rate, down from \$36.89 billion annual rate for the first quarter of 1957. If we got much more pessimistic than this-say a \$30 billion annual rate estimated for 1958 (which would be about a \$7 billion reduction from the \$37.03 billion expenditures for the full year 1957) - the reduction involved would be much more than counter-balanced by an indicated rise of at least \$6 billion in Federal outlays, \$3 billion in state and local spending, \$1.4 billion in private construction, and at least \$5 billion more by consumers for soft goods and services. In any case, reduced interest rates and plentiful capital will reencourage more spending for fine new machinery and plant facilities constantly being developed. Business complacency is declining and sharper competition is resulting in demand for more efficient plant facilities.

Psychologically, the situation will be helped by high advertising outlays. The nation's great advertising and selling system, which more than any other single force has been responsible for the great upbuilding of the nation's productive machine, is scheduled in 1958 for the most gigantic distributive effort in history.

The Future Sales Rating chart this quarter reflects the Board's reappraisal of the individual industry potentials in months ahead in relation to last year. The rather uniform decrease in ratings is explainable in each instance, and should not be interpreted as a pessimistic sign, inasmuch as the comparative records of these industries in the preceding year are so high as to make it more difficult to attain great sales gains over them. To avoid misleading conclusions, and because cuts are so general, downpointing arrows are not shown in this issue of Future Sales Ratings.



Quotas, we mean. Here it is nearly half way through 1958, and if your men are still showing a lot of fancy footwork, but missing with their Sunday punch, we can help you do something about it.

For the first time, Dun & Bradstreet offers a simple 4-Point Program designed to identify your entire prospect area. It's a sure cure for a sagging sales curve. It can be applied to —

- · a salesman or an entire sales force
- · a town or an entire territory
- one product or a complete line

We can demonstrate how this Program will fit into your business in just thirty minutes. Use the coupon below to indicate when it will be most convenient for us to call.

Dun & Bradstreet, Inc.

Dun & Bradstreet, Inc. Department 11 99 Church Street New Yor	k 8, New Yo	rk
Yes, we'd like to know mor Program for increasing sa		r Four-Point
Come see us on		_at
☐ Call for appointme	(date) nt.	(time)
Name of Concern		
Individual Signing		
Address		
City2	oneState	

# What does a good advertising gain mean these days?

Bill Brothers Publications, with 9 publications in 9 different fields, had a 21.8% gain in dollar volume in January and February 1958 over January and February 1957... (the gain in pages was 10.3%)

Here are three significant conclusions an advertiser may safely draw from this performance record:

- 1 The fields served by Bill Brothers Publications are vital, volatile, highly specialized fields with highly specialized informational needs.
- **2** The Bill Brothers Publications do a better than average job of serving these needs, editorially.
- 3 Many important advertisers have faith in these fields and recognize Bill Brothers Publications as effective ways to communicate with the important specifiers and buyers. They back this faith with their advertising dollars.

BUSINESS IS WHAT YOU MAKE IT If you are with one of those companies which are busily cutting expenses in preparation for a severe recession, or with an agency having trouble with client pessimism, we recommend to you a recent talk made by the publisher of Sales Management, Phil Salisbury, before the Eastern t.f. Club. It does a better demolition job on the prophets of doom and the exponents of gloom than anything we've seen in some time. (Sample: "Never have I known of a company that was able to economize itself into a profit.") Phil's talk has been reprinted into a booklet entitled "Business is what you make it."

Copies of it are available from Bill Brothers Publications.

Bill Brothers Publications

386 Fourth Avenue New York 16, New York

in Industry

Plastics Technology Rubber World

in Marketing

Premium Practice Sales Management Sales Meetings Tide

in Merchandising

Fast Food Floor Covering Profits Tires TBA-

Merchandising



Each Bill Brothers Publication is a member of one or more of the following: ABC • BPA • NBP ABP • MPA



FAST FOOD — Reaches 50,000 restaurant operators who are primarily concerned with serving food faster and cooking it quicker. These outlets are the counter restaurants, coffee shops, diners, drive-ins and cafeterias.



PREMIUM PRACTICE—The Magazine of Incentive Merchandising; specifically edited for those executives in a wide variety of industries who buy and use incentives as a definite part of their sales programs.



SALES MEETINGS—Caters exclusively to the sales executives' interest in effective sales meetings, conventions, trade shows and exhibits. Supplementary distribution to association executives, exhibit and show managers.



FLOOR COVERING PROFITS— Serves the retailers of floor coverings and allied products; helping them sell more efficiently and profitably through better, merchandising.



RUBBER WORLD—Serves the rubber industry; the technical production executives among the manufacturers of tires, tubes, mechanical rubber goods, footwear, reclaimed rubber, plastics, chemicals, machinery, equipment, and synthetic rubber products.



TIDE—The Advertising Magazine for Executives, serves a broad management group with its new interest in advertising, as well as those executives with line responsibility in advertising.



PLASTICS TECHNOLOGY — Provides concentrated coverage of the engineering and processing technologists whose influence bears so importantly on the specification and purchase of the materials, equipment, and services used in all segments of the industry.



SALES MANAGEMENT—The only business publication in America devoted exclusively to the interests of the nation's sales executives and other sales-minded top-management executives.



TIRES TBA-MERCHANDISING — The merchandising publication serving independent tire dealersretreaders, automotive wholesalers of tires, batteries and accessories and independent oil jobbers with TBA programs.

# Business Sluggish? Then Change Your Tactics!

This aggressive small firm on the Coast is out to equal or exceed last year's volume by:

- Changing from institutional to hard-fact selling.
- Persuading dealers to make their advertising more informative.
- Improving customer service.
- Enlarging the sales force.
- Promoting "packaged kitchens" instead of single appliances.
- Offering cash incentives to salesmen.
- Sponsoring dealer meetings to train dealers in ways to trade up by merchandising style and color.

Product diversification with a new "hard-sell" program is maintaining the employe level (450) at Pioneer Manufacturing Co., Los Angeles, and there is no belief in the mind of Ray Polverini, 40-year-old president, that 1958 sales will not equal or top the approximately \$12 million 1957 gross. In fact, Polverini estimates now that his 1958 gross volume will be \$15 million — this in spite of his wares being marketed principally through the building trade, an industry which suffered in the past 12 months.

The firm originally made only water heaters of a commercial and industrial type but has progressed steadily since diversifying seriously (from \$3 million gross in 1950 to today's figures). Polverini explains his current hard-sell procedure to sustain and increase sales:

"The way we approach merchandising at present is what might be called violent departure from our past sales theories and practices. Previously we were selling sizzle or company image, and doing it only through plumbing supply wholesalers. Now we have shifted to spelling out a factual story that is easy to grasp, and have broadened our distribution outlets.

"One of our major department store customers, The May Co., was selling only 20 of our gas and electric water heaters per month in Los Angeles before we initiated our push-harder program. Now they sell easily 500 heaters per month.

"At The May Co. we promoted a plan to sell our water heaters exclusively. They were selling three or four different makes of water heaters—and no brand was getting a break. The change we urged in their advertising was an additional factor in results. 'Let's have less glamour and more hard-sell in copy. Tell the size of the water heater, whether it's glass lined and how it is otherwise made (although the customer usually assumes good engineering). State how long it is guaranteed and give the price. That's what people want to know about water heaters.'"

#### More Sales Manpower

Polverini believes that the same exclusive-line policy and the presentation of basic facts in promotion will win customers for his swimming pool heaters, his built-in gas and electric ovens and range tops, built-in refrigerators, gas-fired wall heaters, forced air furnaces, gas-fired unit heaters, "Hide-Away" air-conditioning units, garbage disposals, kitchen ventilating hoods and built-in automatic dishwashers.

The company has added salesmen this year, increasing the So. California group to 20 (plumbers, jobbers and distributors do the selling in Arizona, Utah, Colorado, Illinois, Texas, Mississippi and Hawaii). The salesmen are making twice as many calls as formerly, cultivating new sales sources and carrying more tools --"new hard-sell literature and more colored folders and catalogs." Armed with drawings and other data from the company's sales engineering department (a section four years old, with three employes), sales representatives are calling for the first time directly on architects and building contractors, especially those who do tract jobs or subdivisions. "By working in conjunction with the builders we get them to specify our products on a quantity basis.'

Presenting kitchen appliances as a package, each unit with the same brand name, is a major project for this year. "We call this romancing the kitchen," Polverini says. "We are placing this package in the showrooms of plumbers and jobbers who never handled such appliances before. At the same time we are laying groundwork for still more kitchen appliance diversification.

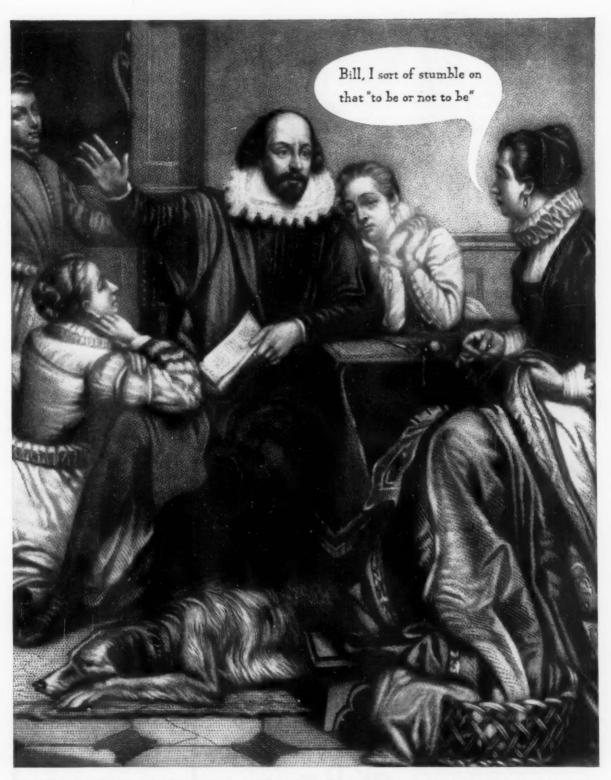
#### **New Warranty Policy**

"To back up the push by our salesmen, our executives are traveling much more than in the past. In their thoroughness they are gaining new support from utility companies which are not only giving approval but setting up our kitchen packages for exhibit in their own office showrooms. Such typical displays are current at the Southern California Gas Co. and Southern Counties (Calif.) Gas Co."

Pioneer's emphasis on one-line in kitchen appliances applies to department stores as well as plumber, jobber and distributor outlets.

Pioneer management is now developing the format on a warranty policy to give the housewife a year's security on her kitchen appliances for a small insurance fee, as with TV servicing.

The company has a service policy "that keeps the burden from falling on the factory." It trains one man from the organization of every out-of-town distributor (local service calls are taken at the factory) so that most calls from customers can be serviced within 24 hours, and always in less than 48 hours.



What Mrs. Shakespeare didn't know was that these words would stop just about everybody else dead in his tracks. Thought-provoking new ways of saying things always do—whether in a soliloquy or a singing commercial. Fortunately our clients agree that what to one person may seem like a stumbling block, is often a stepping stone to sales success.

## CAMPBELL-EWALD ADVERTISING DETROIT \* NEW YORK \* CHICAGO \* SAN FRANCISCO LOS ANGELES \* HOLLYWOOD \* WASHINGTON \* DALLAS ATLANTA \* DENVER \* KANSAS CITY \* CINCINNAT!

Pioneer has a model packaged kitchen (done in mixed colors to show the decorative variety) in its home plant reception room in Los Angeles. Both wholesalers and retailers may bring customers here any time they wish to select colors or obtain kitchen layout assistance. Pioneer colors include eight basics: green, cadet blue, turquoise, coppertone, white, yellow, pink and stainless steel.

The company has also put into service a new educational room where dealers are invited to meetings for actual demonstrations of kitchen

equipment.

"Our dealers are encouraged to do hard-sell newspaper advertising," Polverini says. "We participate to the extent of furnishing layouts and mats. With the hard-sell concept we are doing away with institutional copy entirely. On the local level we are sponsoring ABC's 'Meet the Dodgers' on TV. Business journals we are using just now include Western Plumbing and Heating and Building Contractor of California. Our agency is De Santis Advertising."

Out-of-town dealer meetings (one was held in Phoenix in February) are conducted by James Lockwood, vice-president in charge of merchandising; or Al Lockwood, general sales manager; or Ed Hedrick, national sales manager. The distributor is shown how to sell up—"to get out of the mere money changer class." Further, "he is educated to promote kitchen styling ideas."

Polverini adds, "As part of our current sales drive, salesmen have a cash-award incentive program based on certain sales to be tabulated at year-end. Our territories are too unequally divided for us to have contests as such. Our sales tabulation plan, however, includes bonuses for high-volume products such as bigger water heater units for institutions. During the six months we have already used this type of concentration on larger, higher-price commercial units, sales of these heaters have quadrupled."

Pioneer Manufacturing Co. was started by the president's 70-year-old father, Chelso Polverini, in 1929. From 1946-55 diversification took place with attention given to garbage disposals and house-heating equipment. Built-in gas and electric ranges, dishwashers, refrigerators and ventilating hoods became an important part of company output in 1955, and substantiated the younger Polverini's faith in such product variety and additions by doubling volume. This was in a field of never-ending competition from General Electric, Westinghouse and, notably, Sears.

A new 30-acre site was bought at La Puente, Calif., in 1957, and a 120,000-square-foot showplace plant was constructed as a home for the fast expanding central heating and air-conditioning arm of Pioneer's business. Summer hard-sell plans are being readied for the company's first big air-conditioning promotion.



You can sell this "man-of-action"

He acts. He makes decisions. He influences corporate purchasing. He is active in civic affairs and has an important part in local government spending. He has an average income of \$14,429. When he acts—your product or services get sold!

There are 349,508 of these "menof-action" waiting to read your sales message. And you can reach these "men-of-action" quickly, easily and at the lowest cost per thousand of any business publication!

These 349,508 "men-of-action" are subscribers of THE ROTARIAN and your selling message can reach them at the unbelievably low page cost of only \$3.78 per thousand!

There is no waste circulation in THE ROTARIAN. EVERY reader is a man who can personally buy your product or influence its purchase. Make your space dollars pay off in direct sales.

To get action from "men-of-action" —put your sales message in

The Rotarian

AN INTERNATIONAL MAGAZINE

1600 Ridge Avenue, Evanston, Illinois Send today for the new detailed Rotarian Audience Study showing the active purchasing power of The Rotarian's "man of-action".







is for Cartons—what else, might we ask
Could it possibly mean to one with our task
Of making them weekly high up in the millions
And in 58 years—well! Billions and billions!

G

is for Gardner—where carton is king
And always is ready and eager to bring
Its knowledge, experience—and great carton capacity
To your packaging problem that needs such sagacity.



Persuasive Packaging

## DIAMOND GARDNER CORPORATION

THE GARDNER DIVISION MIDDLETOWN, OHIO

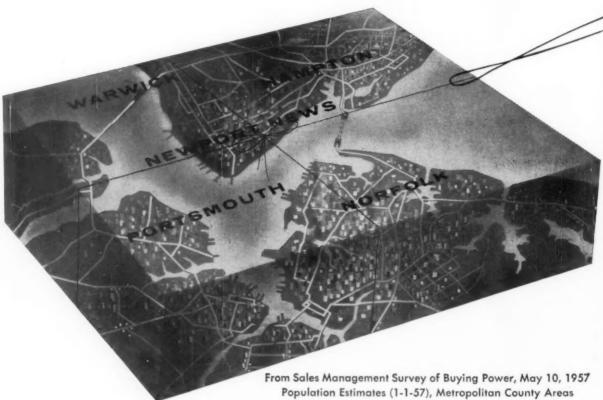


DRY CARTONS • CARRIERS • BOXBOARDS
PARAFFIN CARTONS • RETAIL CARTONS

## The Big Surprise

# TIDEWTAR, V

(commonly called the "Norfolk market")



NORFOLK-PORTSMOUTH HAMPTON-NEWPORT NEWS-WARWICK 184,500

**TIDEWTAR, VA. 724,900\*** 

\*For ANOTHER big surprise wait till the 1958 figures are released. We've seen them . . . WOW!

## **WTAR Radio Corporation**

Business Offices and Studios: 720 Boush Street, Norfolk 10, Virginia Telephone: MAdison 5-6711 • Represented by Edward Petry and Company President and General Manager-Campbell Arnoux 

Vice-President for Sales-Robert M. Lambe . Vice-President for Operations-John Peffer

## in Market Size

No. 1 in Virginia
No. 6 in South
No. 6 in South
No. 27 in U.S.
No. 27 in U.S.
in Metropolitan County Area Population!

## Here are the facts:

For years people have been using statistical references showing Norfolk-Portsmouth and Hampton-Newport News-Warwick as separate metropolitan county areas . . . because the 1950 Census separated them, and others followed suit.

Sales Management, however, states that for certain marketing purposes such as radio and television they should be considered one.

Local folk know they *really are* one. They share Hampton Roads, one of the world's great natural harbors, as a common bond. And they are joined by *two* busy causeways.

 $Before\ 1950$  the Census considered them one. Since then they are more united than ever because:

- 1. The combined metropolitan area population has increased at  $2\frac{1}{4}$  times the national rate since 1950.
- A new link between the two, the Hampton Roads Tunnel has nearly doubled the traffic carried by the ferry routes it replaced.

FOR UP-TO-DATE, REALISTIC FIGURES ON POPULATION, SALES, INCOME, ETC., ALWAYS COMBINE NORFOLK - PORTSMOUTH and HAMPTON - NEWPORT NEWS - WARWICK.

Virginians encompass this great and growing metropolitan area in the name *Tidewater*, Va. TIDEWTAR is a better way to spell it...and the best way to sell it! For WTAR delivers, dominates the whole area, in Radio and in Television!

## 1st in RADIO

WTAR, the first radio station in Virginia, dominates in the state's largest market.

**CBS NETWORK** 

## 1st in TELEVISION

WTAR, first TV station in the market, maintains audience leadership by wide margin.



## 1st in INFLUENCE

Continued leadership in ratings is only one aspect of WTAR's value to advertisers. WTAR's excellent coverage, facilities and management, plus greater experience, combine to give you more sales influence per advertising dollar.

## To sell <u>more</u> where <u>more</u> is sold ... it's FIRST 3 FIRST!



Sprawling, sparsely settled areas do not provide the most profitable markets for consumer sales. However, just as fertile farm lands respond abundantly to proper cultivation, so do the nation's relatively few truly fertile markets respond enthusiastically to proper cultivation through a heavy and concentrated advertising campaign.

In order to achieve maximum sales volume for your product it is generally most profitable to concentrate a large part of your advertising effort on the FIRST 3 markets of New York, Chicago and Philadelphia—markets which account for about 1/6 of Drug sales,

1/5 of Food sales, 1/5 of Furniture sales, and more than 1/4 of total U. S. Apparel sales.

In these outstanding urban sales centers the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. Only FIRST 3 MARKETS GROUP delivers a saturating 62% family coverage of these 3 city and suburban markets where 18% of total U. S. Retail sales are made. To make your advertising sell more where more is sold . . . it's FIRST 3 FIRST!

Circulation in excess of 6 million.

The group with the Sunday Punch



New York Sunday News Coloroto Magazine
Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

New York 17, N.Y., News Building, 220 E, 42nd St., MUrray Hill 7-4894 Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery St., GArfield 1-7946 Los Angeles 5, Calif., 3460 Wilshire Bled., DUnkirk 5-3557

## THE HUMAN SIDE

BY HARRY WOODWARD

If you're moving to the top of your company . . . If you're already there . . .

## The Portrait Artist May Get You

Here's how to relax and enjoy it



J. F. CULLMAN of Philip Morris

Had your portrait painted for the board of directors' room . . . sat for a sketch for the company house organ . . . posed for a pastel destined for your company's annual report? If none of these things has happened to you yet, be prepared. The trend toward using portraits — instead of photographs — for the bigger occasions of corporate life is accelerating.

We've been talking to a tiny, gentle woman, Constance Joan Naar, who specializes in portraits-of all typesfor American businesses. She's "done" over 1,900 executives - some dead. For all too often, says Miss Naar, a company doesn't think to honor its president or founder until after he's deceased. No matter. She gathers up every photograph of the late lamented and fashions a "speaking likeness" of the stilled gentleman. Unlike most portrait artists Miss Naar actually prefers to paint her subject from visual memory or sketch from photographs -provided the gentleman will at least allow her to sit and observe him for a few minutes (assuming, of course, he's still alive!).

Miss Naar does her work—in lithograph pencil, charcoal, brush-and-ink or any of more than a dozen mediums—for annual reports, house organs, for "40 Year" and "Best Salesman of the Year" awards, etc. She's done the past presidents of Studebaker (before the merger) for its centennial celebration, the president of Du Pont for the cover of a national publication, historic figures for Esso. And recently she completed 14 Philip Morris directors for the company's upcoming annual report.

She has some pet peeves, too. Glamour boys, for one. She hates to paint them. "They're so busy with the charm and the TV grin you can't get down to cases."

And she has some advice for execu-

tives who may have a portrait coming

If you're assembling photographs for an artist to work from don't select pictures which flatter you so outrageously people won't recognize you. If you want to hand over some cherished snapshots the artist will be glad to have them. But please, adds Miss Naar, don't include snaps taken in bright sunlight. Too often all the detail is washed out under such circumstances.

Photographers often brush out all the lines and shadings that give you character. "Hollywood-type shots"—Miss Naar's expression—are also poor material for an artist. She means those photographs in which the subject blends into a shadowy background. It's almost impossible to tell where subject leaves off and background begins.

If you invite the artist in to "inspect" you, be generous. Raise the shades so he or she can see what you look like. (Miss Naar says many a time she has squinted across the gloom of uncounted offices in a vain effort to focus on her subject.) If you are embarrassed to just sit and have someone stare at you, bring in your secretary and dictate to her while the artist is sizing you up.

If possible, provide the artist with a profile photograph. Helps immeasurably in placing your features.

Regular news photos, taken for local newspapers, are generally good, clear shots. It's helpful, too, to provide the artist with the contact sheet—or photographic record of the session—to work from.

Miss Naar is that rara avis, the successful artist who has had absolutely no art training. It wasn't until she lost her job as a book reviewer ("I couldn't tell if one writer was a humanist and my boss, a perfec-

tionist, let me go.") that she decided, on the advice of friends in advertising, to use her talent for catching people's character and personality as a means of livelihood.

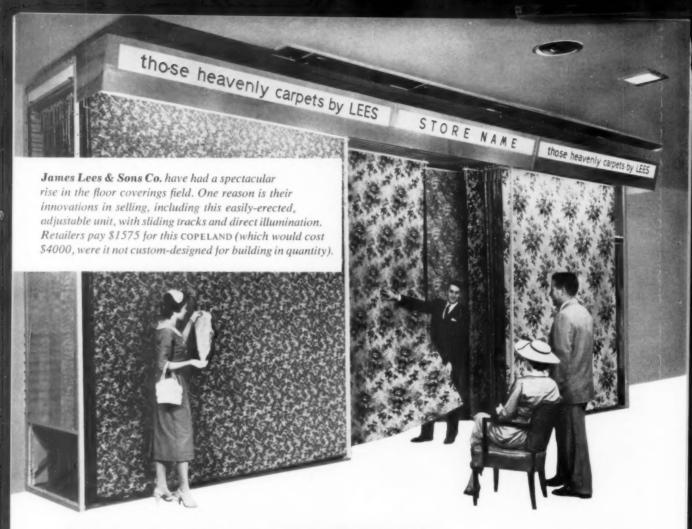
But she's approached the problem of selling her work like a veteran sales manager. She got a directory of house organs and sent a promotional letter to individual editors. Then she made a list of 4,000 advertising and public relations agencies, publishers and corporations in New York City—her potential customers.

To this day she makes the rounds, carrying her presentation folder—by now thick with examples of her work and featuring likenesses of some of the country's best-known executives. She has divided the city into geographical zones and she finds that in an afternoon she can make several presentations.

Very few of her calls produce immediate orders. She leaves her card, which shows 18 styles of Naar portraits

When she first began covering her territory she said to a friend, "If I got an order on my initial call I'd drop to the ground." Ten minutes later she got an order. "I was 36 floors above the sidewalk," she says. "I decided to take the elevator down."

She doesn't feel macabre about painting dead men. Once she was asked to do a portrait of an executive who had just died at the age of 90. His company had only snapshots of the old gentleman. All were group shots, taken at various ages. The company wanted Miss Naar to make grandpa look 70. Except for depicting him as too gentle (he had been an old bear) the company felt she had pulled off the job with finesse. She tightened up his mouth a bit and everyone said the portrait was "the image of old J. B."



## WHAT! NO ROOM TO DISPLAY YOUR PRODUCT?

COPELAND saves retail floorspace!

You may think nothing can be done to give your type of product proper display. COPELAND has had several clients like that.

For years, a leading rug manufacturer felt he just had to put up with the old, old method. His rugs lay flat on the selling floor, sometimes piled 10 or 20 deep.

It took two brawny men to yank each sample back so the customer could see the patterns lower down in the pile. (Even then only part of each rug was uncovered.)

Salesman and customer alike got slightly smothered as they looked. Who could talk persuasively in a cloud of dust?

Then a COPELAND came into the department...and everything changed.

COPELAND had worked out an ingenious way to hang rugs up...edgewise. Now the salesman, with an effortless touch...moves any rug he wants to show out where it is fully visible to the customer.

Up to 36 rugs can be displayed... and the retailer usually carries at least this quantity regularly in stock.

Rugs are often sold right from the COPELAND. (That's the difference between a COPELAND and a "display". Your COPELAND is engineered for actual selling!)

These big-rug COPELANDS have already been installed all over the country...proving that retailers welcome this solution to their rug problem.

Perhaps you have a hard-to-display product.

If it "can't be done", here's a suggestion...let COPELAND do it!

COPELAND

Displays, Inc.

537 West 53rd Street, New York 19, N. Y. CO 5-5621, 5622, 5623



## Potpourri

Here are four "selling tools" now being used by salesseeking companies. Perhaps they'll spark a thought for you.

## Teletype's Telecruiser

Below is the interior of the Telecruiser, the mobile salesroom of Teletype Corp., Chicago, Ill.

Equipped with 11 pieces of company-made products, such as tape perforators, transmitters, and readers, the giant Telecruiser is also being used to introduce the Model 28 ASR set, which combines a send-receive keyboard printer, similar to a present day teletypewriter, with a transmitter and receiver which will send or receive via punched tape.

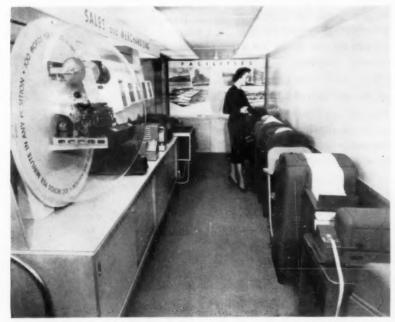
Last year the Telecruiser toured the West Coast and the South. This year—the rest of the U.S. All teletype equipment included in the van is in operation. The tape readers and punch units operate at speeds up to 600 words per minute, fastest available speed yet developed for commercial use.

A chauffeur and Teletype engineer always accompany the Telecruiser which is 8 feet wide and 11 feet 6 inches high. Length of the carpeted interior is 25 feet and inside width is 7 feet 6 inches. Overall outside length, 35 feet.

Chasis of the Telecruiser was built by Available Truck Co., Tulsa, Okla., and the body by Gerstenslager Co., Wooster, O. Construction time was one year.



'ROUND THE NECK: Here are two ties which have proven companies can tie up increased sales "by the neck."



ON THE ROAD: Teletype Corp. equipped this traveling Telecruiser with 11 pieces of equipment, all operative. Last year it hit the West Coast and the South—the rest of the U. S. during 1958. It's introducing a new Teletype product.

## "Tying" up for Sales

Two ties, two uses, two companies. The tie on the left—with a red star-like logo on a grey background—was used by the Schering Corp. as the campaign opener for its "Citation 1958" incentive program.

Handed to division sales managers at a meeting last December, the tie was included in the promotional material kit. All Schering incentive programs for 1958 have been incorporated into the single "Citation" campaign—with the star its trademark.

Robert Beusse, sales editor of Schering, reports the ties were "an excellent and well received campaign opener. The men all wore their ties and it created a fine feeling of unity—tied us together in one program. It was a tie that was not only a personal gift they could wear later but one that could take them a long way

towards winning many important prizes in our incentive program.'

The tie on the right is being used by the Bakers Franchise Corp. to introduce its "Lite Diet" bread. Irv Fox, Bakers' advertising manager,

"When we called our route men together for a sales meeting in New York recently, we presented each one with a navy blue tie with the words 'Lite Diet' imprinted on it diagonally in red and white. The men liked the ties much better than any trinket we could have given them. And what is more important they are delighted to wear them on the job, making their house-to-house and retail store

deliveries.

"They find housewives often notice the ties and ask about the Lite Diet bread. Thus, their sales talk is opened for them. Or a grocer, seeing the route man with the tie, comments on it. Again, we have called attention to our product which competes with hundreds of items a grocer carries."

Fox said that his company has thus far introduced the special promotional ties in the New York area but it plans to present them to its 7,000 route men throughout the country.

Both ties were produced by Scot Ties, Ltd., New York, N. Y.

## Quiz Game Sells the Show -And the Product

This game is a "Box of Facts about Disneyland—TV's Most Successful Show—And Your New Salesman For Reynolds Wrap." Reynolds Metals Co. salesmen use the attention-getter to open presentations for Reynolds

Wrap to grocery buyers.

In this presentation prepared by Ralph Fields, director of consumer market promotion and merchandising (shown below), the sales representative opens with easy informality by handing the grocery official the battery-operated game. The grocery buyer is invited to play, waiting for a buzzing sound to tell when he has plugged in on the correct answer in

a multiple-choice series.

All the questions concern the weekly Disneyland TV show, (ABC-TV), of which Reynolds is a cosponsor. The simple little game, of a type available in a variety store for about \$1, has turned out to be irresistible, according to Reynolds. And when grocery buyers have gone through the six questions, they have learned how many people watch Disneyland each week, how often it has been one of the "Top-Ten" rated shows on TV, what percentage of the audience is adults, what percentage children, how many stations carry the show, and what percentage of all TV homes watch the show.

Reynolds salesmen explain how super markets can get full sales advantage for Reynolds Wrap then give the buyer the game to take home to the kids.

NOT FOR PLAY: This game used by Reynolds Metals Co. is more for sales. Ralph Fields demonstrates the idea.



Where the convention season never ends...

mplete information, address Charles L. Norvell, Director of So The Greenbrier, White Sulphur Springs, Hest Virginia, or inquire of reservation offices at: New York, 17 East 45th Street, MU 2-4300; Boston, 73 Tremont Street, LA 3-4497; Chicago, 77 West Washington Street, RA 6-0625; Washington D. C., Investment Bldg., RE 7-2642,

Combining the finest, most modern accommodations for business meetings with unexcelled sport and recreational facilities, The Greenbrier offers an outstanding location for your next convention. The Greenbrier's newly completed, air-conditioned West Wing provides meeting rooms for groups up to 1000 and includes such features as . . . a brand new auditorium with a 42 foot stage . . . the latest P. A. systems and projection equipment . . . a theater with CinemaScope screen . . . and superb arrangements for banquets. Don't overlook either, the marvelous sports and recreational facilities, the courteous service, comfortable guest rooms and wonderful dining that have made The Greenbrier world-renowned as America's Informal Business Capitol.

WHITE SULPHUR SPRINGS . WEST VIRGINIA





# SCHOOL MASTER 500 ALL-ELECTRIC, REMOTE CONTROL PROJECTOR

Whether you're selling an idea or a product, nothing puts it across like a screen presentation. There are three reasons why the School Master 500 Remote Control Projector is ideal for this purpose:

- 1. It will project 35mm filmstrips remotely.
- 2. Its remote control feature enables you to stand in front of your audience as you speak and change pictures at will simply by pressing a button. Just turn on the projector—you do the rest from your speaking position. The projector comes equipped with special remote control cord.
- Simple accessory slide changer permits semi-automatic projection of 35mm slides.

The School Master features 500-watt illumination, fingertip elevation and leveling controls. Lightweight all-aluminum casting provides durability and ruggedness. Carrying handle telescopes into projector when not in use.

Automatic remote control School Master 500 Projector, complete, \$124.50.

For additional information on audio-visual equipment write Dept. SM-4 Graflex, Inc., Rochester 3, N.Y.

Prices are subject to change without notice.

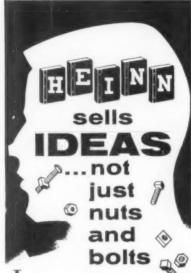


## GRAFLEX

ROCHESTER 3, N. Y.

A SUBSIDIARY OF GENERAL PRECISION EQUIPMENT CORPORATION





Like other binder jobs, your own may call for new materials and methods, or a new application of loose-leaf or indexing principles—possibly even an *invention*. Heinn's creative people often come through with a special product so different that "invention" is the only word you can apply.

Your request brings a practical idea from the Heinn man in your area; your tentative okay starts experimenting and speculative work. Customer testimonials prove the end results — increased sales, better trade relations, greater operating efficiency.

Whatever your need in custom binders, Heinn's creative approach will please you much more than a "price" offer ever could!



Two binders in a "family" of five made for one company.

Copyright 1958, by The Heinn Company, Milwaukee

#### Clip and mail this coupon:

	Florida St., Milwaukee 4, Wis. which we'd like complete information:
Salesmen's Catalog Binders Dealer Catalog Binders Manual Cavers (Sales, Service, Parts) Price Baaks Colorific Indexes	Send "Facts at Your Finger- tips," Heinn's new booklet for the catalog planner.  Have your representative call.
Name	
firm.	
Address.	
City	State



By JANET GIBBS
Sales Promotion and
Direct Mail Counsel

## Mailing Pieces, Mailing Costs

THOMAS A. EDISON INDUSTRIES sells the Edison Voicewriter. It developed a "dream" of a premium that brought response to one letter from a 1% return up to 4%. The letter was used with and without the premium offer — which was made in the postscript.

This points up two things that can benefit us. Premiums do help if they are imaginative, useful and interesting to the prospect. They're even more effective if tied up with your product or service. Second, the postscript is important in putting across a vital sales point. By virtue of its position a P. S. gets high readership — so use it to repeat a key idea; to put across a new one; or to move the reader to action.

There is a suggestion I'd like to make concerning the letter itself. Why try to sell the *mechanical* virtues of the Voicewriter, the free booklet and the premium all in one letter? True, better qualified leads result if prospects are pre-sold on a product. But this is done and done well in just the last paragraph of the letter. It reads . . .

"To discover a world of finished work, added accomplishments, saved time, relaxed days — through the Edison Voicewriter — just initial this letter and return it in the enclosed envelope. We'll have your copy of 'The Voicewriter at Work' on its way as soon as we hear from you."

With a bit of editing don't you think this paragraph promised enough benefits to interest busy businessmen (or lazy ones)? The rest of the letter, selling the machine, should be included in the booklet and in the covering letter sent with it!

The premium, incidentally, was a "natural." The company offered a record, "Voices of History," that included talks by Thomas A. Edison, W. H. Taft and Theodore Roosevelt, among other famous people. This is really a collector's item. Prospects lucky enough to have been on the receiving end will treasure the gift. And long remember the sender!

WHAT'S IN A TV STATION BUT PEOPLE? At least this is one of the things WFMY-TV of Greensboro, N. C., proves in its fascinating, fat and very impressive booklet titled "The Story of WFMY-TV." It humanizes both the station and the television industry.

Distribution was to public and parochial schools of the 7th grade level and above, to colleges, libraries, hospitals, institutions and many other organizations, free of charge.

We stress other organizations with reason. The booklet is well done, ostensibly written for the general public rather than manufacturers (prospective time buyers) or advertising agencies. But it will have its effect on them, too, for the booklet's subtle sell will probably do double duty as a public relations instrument.

In easy-to-read copy WFMY takes you through the station, explaining the "works," introducing the personalities who make up the entire staff, giving a brief history of the television industry . . . and in everyday language explaining mysteries like megacycles.

What are the lessons to be learned from the WFMY-TV story? Well, for one thing, good copy and illustrations can humanize a product, a service, even an industry. And since most people prefer to do business with people rather than companies . . . this is good business!

Secondly, subtle sell will build buying loyalties. The young people receiving this booklet will grow into the manufacturers, the time buyers of tomorrow. They will also be attracted to a young industry with which they can grow!

Although the booklet is written for the general public, it is almost a certainty that station representatives will find it an impressive promotion piece they can present to media and time buyers in ad agencies. Even the busiest of these will find it hard to resist at least skip-reading the booklet. And they will come to view WFMY-TV as a personality, not just a statistic.

WORRIED ABOUT INCREASES IN POSTAGE COSTS? The smart businessman shouldn't have to cut down on his mailing schedule. Instead, he'll concentrate on making his mail more profitable!

Start by a careful analysis of your present program. Maybe you don't mail often enough, maybe you need to improve your mail sell with a new look, a new merchandising approach. Don't hesitate to call in outside professional help - it's the one sure way of getting a fresh viewpoint. Up to now you may have been smug and satisfied with the usual percentage of returns. Well, this is a challenge to you. Try believing that nothing is ever good enough, then you'll never stop improving and never stop growing.

Cutting production costs can cost you sales. This isn't your only answer, not by a long shot. One angle you might check is more careful selection and maintenance of mailing lists. This is as important, and perhaps more so, than the copy you write.

If you're not familiar with the standard techniques for list maintenance, ask me for a reprint of the article "Address Yourself To Profits."

If you buy or rent lists, check use and maintenance. If you maintain your own lists, use postal services to keep them up to date. Make changes regularly, automatically. Remember that the words "return postage guaranteed" will weed out a great number of undeliverables at low cost. Form 3547 will bring you forwarding addresses. And advance checking of your lists on cards will be handled by the Post Office.



## ARE YOU GETTING YOUR SHARE?



Well, one thing is sure - you don't have to increase your sales staff to bridge the gap between today's sales and tomorrow's objectives!

Hile-Damroth can help solve your problems with visual communication (films, flipovers, booklets, etc.) depending on the goal you want to reach. No matter what your objective - we will take the complete job off your hands. Our service covers every phase from field research through final production. Our clients are in heavy industry, producers of consumer products, publications, service organizations and the government.

I'd like to

Name	obligation.
Company	
Address	City
711 W. 4 Programs	AMROTH, INC. 2 St., New York City Plans • Visual Methods for Training and Merchandisins

When the "Signs" are right...

## YOU GET RESULTS!



Want to get sales results beyond your expectations? You won't wait long when your merchandising plans call for signs by Texlite. More than 75 years of practical experience and technical skill enable Texlite to design and engineer quality signs ... signs that command attention and produce better, at less cost per sale, than any other medium you can use. Whether you need 10 signs or 10,000 .. in porcelain enamel, plastic or combinations of the two materials ... let Texlite prove to you that quality pays! Four hundred craftsmen, with the complete resources of a modern 160,000 square foot plant, are ready to fill your every sales-sign need.



See how others have used signs by TEXLITE to gain sales objectives . . .

This 20-page, beautiful full-color booklet shows 101 signs built for some of the nation's most successfully sales-minded companies.

Request your free copy on company letterhead.



Builders of Quality Signs Since 1879

3309 MANOR WAY

DALLAS, TEXAS

Offices in Principal Cities



#### Miniature Tape Recorder Is Valuable Sales Tool

Before the invention of midget tape recorders, sales managers got along perfectly well, I'm sure. But now that these mighty midgets are available, it's hard to imagine doing a good job without them. I've been experimenting for several weeks with an amazing  $81/2" \times 37/8" \times 17/8"$  battery-operated, completely portable unit that weighs only three pounds, and it has already become indispensable.

Called the Mohawk Midgetape, it is completely transistorized, contains a tiny, yet powerful loudspeaker for playback, comes with a tiny microphone that records clearly even at 25 feet. Here are the uses I've discovered for sales managers, advertising and other executives:

- 1. To record a salesman's presentation and play it back later for self-evaluation, evaluation with the sales manager, or at group clinics.
- 2. For field interviews, research, recording reactions of purchasing agents, customers, etc.
- 3. For recording comments of clients and others for use in writing copy, planning presentations, etc. Every once in a while a client will start spouting pure copy, or express himself in a particularly dramatic manner that I wish could be recorded for playing to a copy writer or art director. This tiny machine, which can be used without detection, if you so desire, is activated by the flick of a finger, is always ready whenever something important is going on.
- 4. For conference notes, business talks, personnel interviews, correspondence, memos, orders, sales reports the tape comes on a tiny cartridge which can be mailed easily.

## By LARRY SCHWARTZ President Wexton Advertising Agency

- 5. To record important telephone conversations.
- 6. To record agreements, depositions or commitments. Also accident reports, on-the-spot interviews.
- 7. For making sound tracks for industrial films.

The attachments and gadgets that are available for this machine are intriguing. You can get a fitted briefcase with a concealed microphone for confidential recording, a wrist-watch microphone, a throat microphone for noisy locations, a telephone mike, foot pedal transcribing control, even a power converter for using house or car electric current.

List price of the Midgetape is \$249.50. Further details are available from Mohawk Business Machines Corp., 944 Halsey St., Brooklyn 33, N. Y.

#### Miniature Camera Is Also Important Sales Aid

The Minolta 16 is smaller than a pack of cigarettes (15/16" x 15%" x 3½"), takes 20 photos that are returned by the processor in snapshop size or larger. Using Kodak Tri-X film, you can take sharp, clear pictures in ordinary room light without flash. I carry my Minolta 16 in a trouser pocket, am able to photograph interesting displays, outdoor signs, events, people, etc., on an instant's notice.

No adjustment is needed for distance; shutter openings are from f/3.5 to f/11, and speeds are from 1/25 second to 1/200th. I've taken hundreds of indoor shots at f/3.5 and 1/25 second with perfect results. The camera comes with two tiny close-up lenses, one for taking close-ups at 3 feet, the other for photographing documents at 18 inches.

Taking photos of customers and prospects is always an excellent good-



#### More famous last words were never spoken!

Having prospects take Amusement Park rides is fine—if you're selling Amusement Park devices. If you sell some other product, then you've shelled out hard cash for valuable floor space, simply for entertainment.

Sure, we know Trade Show visitors like to be entertained—but the *right kind* of audience participation—the kind GRS & W creates—informs as well as entertains. (We call it "infotainment"). Perhaps you would like to know

about some of our successful audience participation techniques. We'll be glad to send you photos and complete descriptions. Just drop us a line.

If your plans, immediate or future, call for an exhibit or display, it will pay you to call GRS&W, first. Our service is complete—from original planning through designing, building, installing, removing, storing and re-shipping of your display properties.

DID YOU KNOW... that GRS&W is wholly employee owned... and the 49 stock-holding employees represent 71% of the total employment.

GRS&W exhibits and displays

GARDNER, ROBINSON, STIERHEIM & WEIS, INC. • 5875 Centre Avenue, Pittsburgh 6, Pennsylvania

This sales manager faces his toughest year

## WHAT'S IN HIS POCKET?

- the latest report on branch office sales
- a confidential report on his major competitors
- and the current Kiplinger Washington Letter

Fact is he's read the Kiplinger Letter every Monday morning for years...first as a crackerjack young salesman...and now as a top sales executive in a highly competitive field.

Like so many successful men in every line of business, he prizes the Kiplinger Letter now more than ever...considers it the richest source of information on which to form opinions, base action.

Yes, in these fast-moving, uncertain times, the Kiplinger Letter is reliable, trustworthy...35 years of accurate business reporting lie behind each weekly issue.

Can the Letter help you?

We suggest you accept our invitation to find out.



#### INVITATION

Ask for a complimentary copy of the current Kiplinger Letter and a significant report on how business leaders view future prospects. Address The Kiplinger Letter, Room 134, 1729 H Street, N. W., Washington 6, D. C.



Safe dependable service to all 48 States, Alaska, Hawaii and other countries by van, air, and boat. Wheaton will move your household goods, displays and exhibits and office equipment courteously, efficiently, promptly and safely. Next time call your Wheaton Agent.



will builder, and with this ever-ready midget, it's a snap. The Minolta 16 retails for only \$39.95, inexpensive enough to equip your sales force. Full information available from Paul Perlowin, Sales Manager, The FR Corp. (which distributes Minolta in the United States), 951 Brook Ave., New York 51, N.Y.

## **New Advertising Medium**

A clever, localized new medium which has passed initial tests is the Cosmo Panel, a 3' x 4' wall display for the lobbies of apartment houses. Framed in chromium and protected by an unbreakable plexiglas window, the panels bring the advertising messages of national and local advertisers in full color, as well as black and white, into 1500 apartment houses in New York. Color spaces are available in units of 7" x 10", and smaller listings are available in the center of the panel.

The panel, printed in 4 colors, is changed each week by Reuben H. Donnelley representatives, and gives the apartment dwellers current information on movies, theaters, restaurants, department store sales events, books, TV highlights, night spots, etc. Full run for (all 1500 locations) one week at the 13-week rate, for a 7" x 10" space in color is \$590.

The panels can be bought by boroughs, or by zones within boroughs, and local dealers can be listed within each area. For full information, contact Robert A. Rosen, President, Cosmopolitan Advertising Corp., 485 Fifth Ave., New York, N. Y.

#### Change of Pace in Deposit Books Pays Off for Bank

Citizens Federal Savings Bank, Dayton, Ohio, switched recently to new NCR bookkeeping machinery which required new pass books. Just to be different, the bank used a gay plaid pattern on the new books, and merchandised the change heavily in newspaper, TV and radio advertising.

On the day of the changeover, an authentically clad Scots bagpiper played the pipes throughout the Town & Country shopping center where the Citizens' branch is located. Considerable local publicity was obtained, too, when the president of National Cash Register opened the first account with the new plaid pass book. A plaid, self-mailer facsimile of the pass book was mailed to over 10,000 householders in the area served by the bank.

For sample of the pass book, write to Bill Melhorn, Yeck and Yeck Advertising Agency, 349 West First St., Dayton 2, Ohio.

#### Can Point of Purchase Sell My Product?

For an idea-stimulating check-list of 73 ways to use point-of-purchase advertising, you may write to Samuel Krebs, Copeland Displays, Inc., 537 West 53rd St., New York 19, N. Y, Interesting brochure also illustrates in full color many successful Copeland displays produced for national advertisers.

#### Just for the Record . . .

A check-list of 26 ways to use a recorded message to promote sales may be secured from Harry Gorman, Universal Color Corp., 214 Sullivan St., New York 12, N. Y. Among the suggested uses are coasters, testimonials, container tops and greeting cards. Samples of unusual mailing pieces and printed devices are also available from Mr. Gorman.

#### Prints for Research Or Reproduction

A catalog listing 3500 major categories of over 2 million fine steel and copper engravings is available without charge from Visual Discoveries, Inc., 4 West 40th St., New York 18, N. Y. Prints are available on approval, can be used in dozens of ways

for promotion, mailings, research. Here are a few categories from the A's—alarms, Alaska, alchemy, Algeria, allegory, alley scenes, alms boxes, alphabets, altars, altiscopes, American Flag.

#### Tags in Advertising

Specialization is the order of the day, and Rothchild Printing Co., 52 East 19th St., New York 3, N. Y., has roped off the area of tags for itself, does a superb job of service selling via a series of informative booklets on tags. You can request any of

the following without obligation —
"Tags in Advertising," "Tips on
Tags," "Tiny Tag is a Big Salesman," "Tags in Food."

#### 

SALES PROMOTION IDEA FILE is a review of sales-producing tools and ideas designed to stimulate the thinking of salesminded executives. Address contributions to Larry Schwartz, c/o SALES MANAGE-MENT, 386 Fourth Ave., New York 16.



## Looking for Choose

service awards?

sales incentives?

retirement gifts?



Sun Dial Movie Camera! Just match light on Sun Dial and lens is set. Has fast f/2.5 lens, giant viewfinder, sturdy die-cast aluminum case. 8mm Wilshire.



Matching Movie Projector! Perfect partner for Wilshire camera. Brilliant 500-watt lamp, ½-hour film capacity, simplified threading. 8mm Monterey.

Write Specialty Sales Dept., 7190 Mc-Cormick Road, Chicago 45, Ill. Visit Booth B-58, Premium Show in Chicago.





(7" diameter. Min. Order: 24) ea.

Prepaid anywhere in the U.S. on

two weeks notice. Guaranteed

fresh and on time delivery by the

world's largest growers of orchids.

ORCHIDS OF HAWAII, INC.

NATIONAL SALES OFFICE:

305 SEVENTH AVE., N.Y.C. 1, N. Y. Phone: ORegon 5-6500



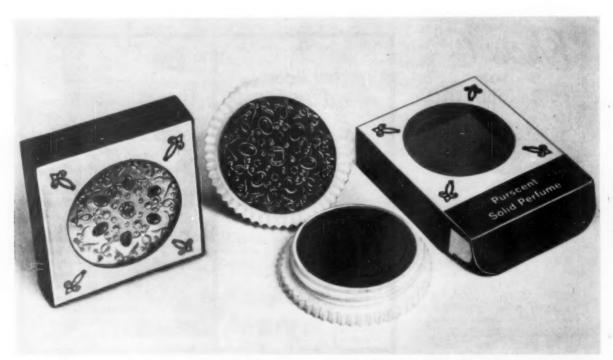
SUSSIVIS FROZER SPRIGHETTI POR SPRIG

For Packaging . . .

## Foils in Favor

It's a versatile material manufacturers in many fields are using for its utility values . . . for its style values . . . for its merchandising "oomph." Herewith, six packages in which foil solves seven different packaging problems.

COOK IN THE BAG: Sussy's Frozen Spaghetti, marketed by Sussy's Restaurant, Oklahoma City, comes in a foil bag packaged in a rectangular paper carton overwrapped with printed foil. Bag holds 14 ounces of spaghetti with sauce, is filled only halfway, with one end unsealed. Housewife places bag in water with unsealed end 2" above water level. Bag, Reynolds Metals Co.



JEWEL TOUCH: Helena Rubinstein's white plastic "Purscent" container acquires high-style appeal through the addition, on the cover, of a gold foil top label embossed and printed with blue "stones," then laminated for scuff-

proofing. The jewel top becomes a part of the overall package, since it is visible through the transparent window of the carton. Donrico, Inc., printed the foil cover. Foil by National Foil Co., Inc. Carton, Modern Folding Carton Co.



COMBINED CLINICAL AND COSMETIC APPEAL: To broaden its market, and specifically to win favor of women, Charles Antell, Inc., created a new family of packages in which clinically white areas are combined with high-fashion

embossed gold foil. Packages by Nesbitt Associates. Foil, Reynolds Metals Co. Carton, Robert Gair Div., Continental Can Co. Bottles, Carr-Lowrey Glass Co. Labels printed by Cameo Die & Label Co. Tubes by Wheeling Stamping Co.



INDUSTRIAL SAMPLING: Pouches holding small quantities (10 or 25 grams) of a chemical are used by Fisher Scientific Co. for laboratory samples where it is essential that freshness of product be maintained. Top of envelope can be folded over if contents are not used at one time. Pouches are of Alcoa aluminum foil (Aluminum Company of America), which has been laminated with polyethylene and acetate.



"LIKE RICH DAMASK": Maxwell Rogers of Avon Products, Inc., designed this package, as well as the bottle, for the firm's Elegante perfume. Carton wrap, printed by C. H. Forsman Co., is rose-colored foil with textured satin brocade effect. Other glamour touches: Silvered bottle closure, velvet tie, foil tag. F. N. Burt Co. made the carton. Foil by Cochran Foil Co.





"ZIPPER" FOR OPENING EASE: This new package for individual food portions is currently being introduced as a container for Carnation's Instant Hot Cocoa Mix. It's made of moisture-proof polyethylene and aluminum foil laminates, was developed by Western-Waxide Division, Crown Zellerbach Corp. Consumer reaction reported as "excellent." Carnation will use same package for several new products. To open: tear pre-cut corner and pull.



**INCREASING PRODUCT USEFULNESS**—A shortening manufacturer taped an Anchorglass heat-resistant mixing bowl to the top of a 3-lb. can of shortening and offered the bowl free with each purchase. During the promotion they sold more than 6,000,000 lbs. of shortening, greatly broadening their market.



**INCREASING REPEAT SALES**—A Midwest bakery offered customers on its house-to-house routes an 18-piece luncheon set valued at \$3.29 for \$1.98 and 20 bread wrappers. The offer was completely self-liquidating. During the promotion they used 24,000 sets and established regular buying habits with the same number of housewives.

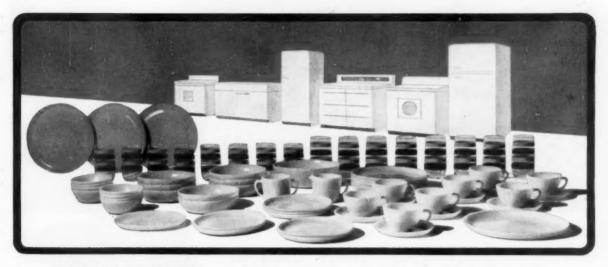
## Anchor Hocking has the right kind of

The brightest way to solve any sales problem is with sparkling Anchorglass premiums. These exciting sales builders have plenty of appeal—plenty of pulling power. They are wonderfully practical too. And every home is always in need of more glassware!

Anchorglass premiums look expensive but they cost much less than you'd think. They can be supplied to fit any budget, from 5¢ per unit and

up. Many users make them self-liquidating. Anchorglass premiums don't cost—they pay!

No matter what your product or sales problem, there's an Anchorglass premium to help you solve it. Your Anchorglass premium specialist has hundreds of successful premium items—and thousands of success stories to back them up! So mail the coupon today and let him start working for you. No obligation, of course!



**INTRODUCING NEW PRODUCTS**—An appliance manufacturer used an Anchorglass 68-piece dinnerware and glassware set as a closing premium on a new line of appliances. During a one-month promotion they sold more than 13,000 major appliances with this large, useful, yet inexpensive set.



**GETTING NEW CUSTOMERS**—A large macaroni manufacturer used a Fire-King Utility Pan to promote the sale of macaroni. They taped 2 packages in the baking dish and self-liquidated the complete unit. They sold 275,000 packages of macaroni and sampled many new customers.

## PREMIUM for every kind of problem!

## ANCHORGLASS PREMIUMS

make you money . . . make you friends

ANCHOR HOCKING GLASS CORPORATION LANCASTER, OHIO

Visit us in Booth B18-B20 Premium Show, Navy Pier, Chicago, April 14-17

ANCHOR HOCKING GLASS CORPORATION Premium Department, Lancaster, Ohio SM-4-8

Yes, I would like to have you show me how an Anchorglass premium plan can help me.

NAME\_\_\_\_

ADDRESS.

CITY

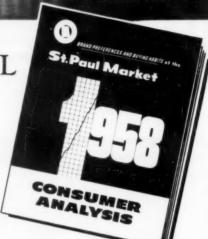
APRIL 4, 1958



ST. PAUL 12th ANNUAL

# consumer analysis

IS NOW READY



Brand preference study shows

BIG OPPORTUNITY

for advertisers in THIS MARKET

The 1958 St. Paul Dispatch-Pioneer Press Consumer Analysis survey is ready for release . . . showing how your product rates in the big \$603 million dollar market\* of 516,300 people. For your personal copy, contact your Ridder-Johns representative or write on your company letterhead to Consumer Analysis, Dept. D.

\*Ramsey, Dakota and Washington Counties Source: May 10, 1957 Sales Management Survey of Buying Power



REPRESENTATIVES
RIDDER-JOHNS, INC.
NEW YORK - CHICAGO - DETROIT
SAN FRANCISCO - LOS ANGELES

ST. PAUL - MINNEAPOLIS

## BUSINESS Is What You Make It

You can make it better by showing sales executives how to make hay where your sun shines

## By PHILIP SALISBURY Editor and Publisher

(From a speech made before the Eastern tf Club in New York City)

You and I can agree that anything I may say should be timely — as of the Winter of 1958 and the future — instead of dwelling on what we may have done in the immediately preceding years that was either good or bad.

For example, up until last July it was perfectly proper to ask your prospects, "How's business?" They were almost bound to say "never better, excellent, wonderful" and the like

Today it's plain downright *suicide* to use that question. They will tell you far more than you want to hear, and they will accentuate the negative.

The other day a business friend was singing the blues and seemed to glory in the fact that last December he had taken losses of \$7,000 in his securities . . . I said to him, "You can't be so dumb that you have only a net loss over the last couple of years — how did you really come out?" Then he admitted, sort of shamefacedly, "Oh, I made \$34,000 net over the last two years."

MEMO TO: Sales-Minded Executives and Their Salesmen

RE: Business Is What You Make It

Since this talk was delivered by our Phil Salisbury, we have been urged by numerous sales, marketing, advertising and agency executives to give it the widest possible distribution.

It is already clear that 1958 has started a new marketing era which will present a challenge — as well as an opportunity. Sales strategies must be reviewed, revised and perhaps even some old ones dusted off.

We sincerely believe that whether or not you are selling plastics, or soup, readers or an audience . . . you will find a helpful idea or two for yourself and your salesmen.

> John W. Hartman, President Bill Brothers Publications New York, N. Y.

I'm going to have some more words to say about the way I think we should approach our prospects this year, but before doing so I want to pass on what I think was a very perceptive remark made to me the other day by the publishing director of one of your most important competitors who is connected with a general news magazine. This publishing director made this distinction between February, 1958 and February, 1957. He said, "Last February we were off a lot of lists that were definitely closed."

"This year we are off a lot of lists that are definitely open—and with good selling I think we can get our magazine on many of those lists for the balance of the year."

I agree with him—that any publication can do this—and it's pretty much true of other businesses, too.

But how?

What do we do that we haven't been doing as a part of what seemed a year ago to be good selling routine?

It seems to me that this time, perhaps more than any time in the past 20 years, the decisions about whether to move ahead or to wait and see are being made by sales executives and top management. They not only are deciding on the *direction*, but are getting into *specifics* to a greater degree than when business was going up almost automatically. And never before have these executives been so hungry for ideas, reassurance, knowledge of what others are doing, research facts and figures.

I am not here to give you any facts or fancies about the current economic picture or to predict precisely when it will become apparent to even the dumbest of us that there is a general upturn. We on SALES MANAGE-MENT look at the over-all picture, make allowance for some dark corners, and yet thumb our editorial nose at all the gloom peddlers and resolve that our philosophy will be "NUTS TO A BUSINESS SLOWDOWN," and our January 3rd cover with those words in big black type had a terrific impact. You'll find it in many business offices today, blown up to man-size.

If we do not have a good year on SALES MANAGE-MENT and on TIDE and the other Bill Brothers magazines, we aren't going to blame general economics, but we will lay the blame precisely where it belongs—on our shoulders. To protect ourselves, we are plowing in this year more money on editorial improvements, more money in expanding the sales force, more money in sales promotion—and I am happy to say that for the first two months of the year we are up both in dollars and in lineage.

Just as is true of industry as a whole, in our business we've got soft spots, fewer hard spots and lots of inbetween spots. The marketing outlook for us varies without apparent pattern from industry to industry, prospect to prospect.

Some of the things we are telling our readers—most of these things—we are also applying ourselves and I'd like to summarize a few of them because you may find at least one or more which are applicable to you.

We are operating on the assumption that 1958 is going to be a year of marketing ingenuity—that our competitors are going to show themselves to be a little smarter than we figured and that we in turn will have to show a more creative approach to selling than may have been necessary in the past. We think it is going to be a year in which innovations, imagination and intelligent anticipation of trends will pay off—a period in which ingenuity is the order of the day and ordinary methods will fail at getting

## HIGHLIGHTS

Most of us are liars. We exaggerate good business news... also bad business news. So don't use "How's business?" as an opener. It's suicide today.

Instead of asking "how's business?", ask him which units or models in his line are moving the best. That's a relative question, and will bring a positive answer.

Never has there been a company that economized itself into a profit.

This is a year when going to the top sales executive will be welcomed by advertising managers and by advertising agencies.

The basis for sound budget determination is "How much is needed to do the job we want to do?"

1958 is a year for sales ingenuity . . . Our competitors are going to show themselves a little smarter than we anticipated.

Be with the smart group, rather than the timid group, and punch even harder while the guard of some of your competitors is down.

Creative selling is selling based upon a real knowledge of the other fellow's business.

There can be no question about the boom we are going to see, starting possibly later this year, and certainly in the early 1960's.

proper attention from prospects.

And just as will be true of manufacturers, so publishers may have to decide this year which is more important—dividends at lush-year rates or development. For an increasing number of look-ahead manufacturers the basis of budget determination is "how much is needed to do the job we want to do?"—instead of allocating on the old fashioned method of a fixed percentage of 1957 volume or the equally archaic fixed percentage of anticipated 1958 volume.

### Sales Budgets Should Be Upped 5-15%

J. Walter Thompson's Arno Johnson said recently that sales organizations and advertising budgets needed reexamination to see if they are adequate for the job to be done and for the opportunities that exist. Warning that the nation is experiencing a slow-down in consumption (not over-production, mind you) he contends that expansion of 10 years hence will call for advertising investments of 17 to 21 billion dollars a year. Fantastic? Well, so was today's 10 billion dollars even 5 years ago.

For the 1958 job most companies need increases of 5 to 15% in total marketing expenditures if they are to only retain or slightly raise their sales goals. Unless the general economic climate improves, some potential buyers will be less flush, and others will sit on their money until they are nudged rather forcibly. Also, because of higher costs, the sales and advertising dollar, like every other dollar, doesn't buy as much as it did vesterday.

If the probable economy of the nation were clouded and uncertain for the 1960's, the decision about 1958 would be more difficult. Possibly a good argument could then be made for making stockholders happy in 1958 by assuring them of no drop this year in their dividends.

But certainly there can be no question about the boom we are soon to see—starting perhaps later this year and certainly in the early 1960's. Evidence, incontrovertible evidence, can be seen everywhere we look. Technological improvements everywhere. Blooming of the electronic age. Coming of the jet and atomic age. Millions of World War II and early post-war babies becoming adults. Marrying. Building homes. Having babies. New wants. New needs. Multiplied by the greatest population increases in the nation's history.

1958 is going to be a year for courage. Profits are likely to be down—how much, I don't know, but I think down less than is generally anticipated. Competition is and will be tougher. We all should take the attitude that no matter how good we were last year we've got to be better this year—better with an improved product, better presentation, more hard-sell promotion, sticking our neck out more often than was necessary in what we can now call "the good old days," meaning the last half dozen years.

Both for manufacturers and for publishers, it will be a year for more and better market research, since we are going to need all the help we can get for out-guessing our competition and for producing the best possible product for our readers and our advertisers.

We are telling our readers that it will be a year of

assertion. From a recent editorial, "As a sales executive, you will find yourself taking a more positive, a more vocal stand on over-all company policies. You will probably find it necessary to fight suggested budget cuts, to argue for new product innovations, to point up the need for sales considerations to guide major company planning. It will be a big selling job for you to convince the board of directors to perhaps reduce the dividends and to increase the sales and advertising appropriation. If you fail to assert yourself on such matters, you will find it all but impossible to turn in a good sales performance for 1958."

### Make Money Instead of Save Money

And then we go on to tell them that it will be a year of cost reduction—that before they can ask for an increased appropriation of sales, they'll have to trim the fat (all the emphasis is on the FAT) from their present operating methods so as to make every dollar do extra duty. And we tell them to look at waste effort in paper work, at wasted time and money in unnecessary travel and long distance calls, at excesses that show up in swindle sheets, at mailing lists that are full of dead wood, at promotion efforts that are not clearly geared to over-all sales plans for the year, at making better use of the advertising space they buy . . . Bearing in mind, however, that you should reduce costs not with an eye to saving money, but with a clearly defined purpose of making money.

I'm going to leave that area with an observation which comes from more years in the field of selling than I care to remember. It is this:

"NEVER HAVE I KNOWN OF A COM-PANY THAT WAS ABLE TO ECONO-MIZE ITSELF INTO A PROFIT."

From talking with many of you over the years, I find a general acceptance of the idea that advertising is not a thing apart from selling, but that instead it is one of several sales tools which the enterprising manufacturer will use, including his own salesmen, his distributors, his direct mail, his exhibits at trade shows, his over-all public relations program—to mention only a few.

You probably have wanted to have closer contact with the sales executives who administer this complete sales program, including the advertising, but some of you may have been stymied by advertising agency people who say, "Oh, don't bother seeing the client, we can handle everything from here" or by advertising managers who haven't wanted you to go over their heads.

If that was ever true, it isn't true in 1958. Many advertising agencies, as you know, are feeling the squeeze, because if budgets haven't actually been reduced, they have been delayed while the men who put up the advertising money remain in a state of suspended animation because they're waiting to see which way the wind blows. The advertising agencies aren't getting the dollars they want nor are the advertising managers—and both know that before they can buy any space, there must be a budget, a plan, and a set of directions from the men who have responsibility and authority for making sales.

Therefore, this is a year when going to the top will be

welcomed by advertising managers and by advertising agencies. If you were selling turbines or toiletries, I would say the same thing: go to the top.

Now, your problem is, how do I get to see the sales head and what do I say to him when I do get to see him?

I never met a sales executive yet who wasn't willing to listen to an *idea* or who wasn't interested in talking over his problems and potentials with a space salesman who was really interested in listening and who had something to contribute to the conversation.

When I refer to having something to contribute to the conversation, I mean of course something above and beyond the satistics of your own business. If I were to try to sell any of you a schedule in SALES MANAGE-MENT, I would start out with the assumption that you don't give a damn about SALES MANAGEMENT, that you are interested only in your own problems and potentials and I don't think I would get anywhere with you unless I could find what your problems are and then relate what I was selling to what you need.

That certainly goes for manufacturers, and particularly for the sales executives of manufacturers. You aren't going to get to first base with them unless you mentally put yourself on the same side of the desk with them—in other words, unless you apply the golden rule in your personal selling.

#### Don't Let "Creative Selling" Scare You

When I use the term creative selling, I may scare the hell out of some of you because you may think of creative selling as coming up with the big million dollar idea that no one else had thought of—or writing a piece of copy that becomes immortal—or sketching out while you're in the prospect's office a presentable rough for the spread which you want him to use as the start of a campaign.

Sure, those are samples of creative selling, but how many of us could possibly meet all those qualifications? No, to me creative selling is just as likely to be selling based upon a knowledge of the other fellow's business.

A friend of mine who sells space in a Sunday supplement currently makes prospects concentrate on the doughnut instead of the hole, by showing them a folder which has on the front three black dots an inch in diameter. He holds up this folder and says something like this: "See these three black dots? They can represent the three worst things you are thinking about business conditions. Call one of them high inventories, if you want. Call another one increased unemployment. Call another high taxes or Sputnik or why-in-hell-are-they-so-damned-stupid-in-Washington.

"But now let's turn the page. Here is the growth record of your industry in billions of dollars from 1953 to and including 1957—an increase of 47%.

"Now do you think for a moment that after stepping up, up, up, up your industry is going to step down, down, down, down, down?

"Of course it isn't. Maybe there will be a little dip, followed by a short upward hesitant step such as we had between 1953 and 1954—but if you will center your

thoughts on this growth record instead of on the three black dots, you are going to move with the *smart* group this year, instead of the *timid* group, and will punch even harder while the guard of some of your competitors is down."

If you are going to talk to sales executives, I suggest that you don't talk about yourself (meaning your medium) until you have let the sales executive talk about his business, and you should help him in doing so by asking the right kind of questions.

For example, instead of asking him "how's business?", which is just plain suicide today in most quarters, ask him which units or models in his line are moving the best. That's a relative question, and even if all of them are moving in a rather lousy fashion, yet nevertheless some are bound to be better off than others.

Ask him where sales are best—and again, that's a relative question which will bring a positive rather than a negative answer.

And again, what *classes* of his prospects are easiest to sell *today?* Of course before the interview is over, he'll probably unburden himself also by telling of the stickiest lines, the stickiest geographical areas, the stickiest classes of prospects—but you have stopped him from *concentrating* on the negative aspects.

#### How to Act Like a Genius

Before I leave the subject, I want to say one more thing about the golden rule in selling and that is thiswith practically no effort on your part, you can make yourself a more effective salesman-yes, almost a geniusby the simple expedient of asking your prospects to put you on the mailing list to receive their catalogs and all of their sales promotional literature. You will find, perhaps to your surprise, that something as simple as this is relatively unknown in the publishing business. Some of our men have been doing it with astonishing success for several years. Prospects are flattered. Salesmen get a better idea of what's going on with their prospects, what the prospect is pushing in his promotion, what he should be pushing in our magazines. Just the other day in company with one of our salesmen an advertiser said to the salesman, "How the hell did you know we are doing that?" When the salesman said, "Don't you remember that a couple of years ago I asked you to put me on your promotion list?", the advertiser said, "Oh yes-and that was a very smart idea-for both of us."

In closing I'd like to go back to our January 3rd cover, "Nuts to a Business Slowdown," and mention the fact that business news today isn't all bad. Unfortunately, it's only the bad news that gets the headlines and you have to dig a bit to find the good, but there's a lot of it to be found.

Those of you who sell to industry may not pay very much attention to retail store sales. Yet what is happening in the retail stores is almost as important to you as to those in the retail field (or the consumer field) because the final end result of most of the products and materials and services advertised in industrial papers comes out eventually in the form of things that householders buy in retail stores.

Fortunately for business, millions of men and even more millions of women do not read the business news, but concentrate more on the sports pages, fashion, comics and the advertisements of the department stores and the super markets. If they listened to the long hair economists and the partisan mouthings of party leaders, they would be so scared they would buy only absolute necessities.

### Inventories Must Be Rebuilt

But even the unemployed have not as yet cut down materially on their spending—and don't forget that for every one unemployed worker there are 15 who are earning at the highest rate in history. As the Research Institute of America pointed out last week, unemployment insurance is proving the economic stabilizer it was intended to be. These payments are pouring \$85 million dollars a week into purchasing power—a yearly rate of over four billion dollars. Taken together with social security, private pensions, etc., the total is a big chunk of steady spending power.

Many people out of work keep spending at their usual levels when they consider their reduction in income is temporary. Those who do cut down still spend more than their unemployment checks. They dip into savings, cash bonds, borrow on insurance.

This underlying firmness of consumer purchasing power was confirmed by retail store reports of the biggest January ever. In New York, for example, department store sales in January were up about 6% over last year, despite terrible weather. The same was true of early February.

What does this mean to industrial manufacturers? It means just this: the road from the factory to the home is becoming free instead of being clogged with unsold merchandise. Inventories are being worked down. The stores will have to buy more from their suppliers, wholesalers and distributors; wholesalers will have to buy more from the fabricators; fabricators will have to buy more from the raw material producers. And all of these business organizations from the raw material producers down to the stores will have to have better and more efficient machinery if they are to keep up with competitive pricing and still make a reasonable profit.

We are in a period where obviously it's difficult to see the forest for the trees and yet there's a lot of long range optimism hiding behind some temporary thunder clouds. Of course your big advertisers have some worries about 1958, but I certainly don't believe that many of them are looking only at 1958. You will find many who saw it coming, and are using this as a breathing period for the bigger business ahead. And many had their troubles earlier, have completed their readjustments, and are doing better today than yesterday. Not all industries are slumping at the same time.

In closing, may I leave you with one thought:

Make this your resolution for the balance of 1958: NUTS TO A BUSINESS SLOWDOWN.



HIGH MORALE is sustained among salesmen and managers by giving them intimate knowledge of corporate objectives...by sponsorship of incentive campaigns...by

honor service awards. Here Regional Sales Manager Norm Card receives a five-year pin from Hal Goehrig, v-p for sales. Pres. Phil Brumder (r.); Wes Kiley, (far left).

## No Blues at Blackhawk

Here's a company that is spending no energy moaning about recession. Business is good and they intend to keep it that way . . . with a new product . . . better-informed salesmen . . . more salesmen . . . plus award incentives.

"We have always tried not to let ourselves become the victims of business 'conditions.' We have learned that if your product line stays inflexible and your market remains constant, you'll just go up and down with the tide."—Hal Goehrig, vicepresident for sales, Blackhawk Mfg. Co., Milwaukee.

Thus does the Blackhawk chief summarize his company's positive attitude for meeting today's problems. Such conviction on the part of top management is sure to be reflected in the morale of the sales force.

Says Wes Kiley, manager of distributor sales for the company: "I have yet to hear of a salesman or a field manager for Blackhawk complain that the picture is gloomy, or that our business is on the downgrade. Sure, they find sales are harder to make. But they're confident."

Blackhawk manufactures hydraulic hand and service jacks and other hydraulic tools and equipment. Sales volume for the first four months of the company's fiscal year, beginning in September, rose 15% over the comparable period the year before.

"Our business is good," says Goehrig. "We aim to keep it that way." That, however, takes more than happy resolution, he admits. In the five principal markets served by Blackhawk: automotive, industrial maintenance, industrial production, construction and electrical contracting, the firm has more than held its own amid stiff competition. These markets are served through 15 channels of distribution. Blackhawk is a national leader, company executives believe, in hydraulic tools and lifting equipment.

Blackhawk is meeting stiffened sales resistance with aggressive action on several fronts,

Goehrig: "We are trying to keep

FIRST SALES MEET-ING in ten years was held in January. Salesmen got a three-day workout, with special attention to a new product called the Pull-Dozer. There were even written examinations, with the two highest scorers receiving transistor radios.



on tap new markets, new products, and new techniques to offset the cycle within a cycle. We thought 1958 was a good time to do two things: introduce a new product and boost the morale of our salesmen through education, information, and an incentive campaign."

Results of this strategy are not yet fully evident, but there are plenty of good signs, Goehrig says. For one thing, the company has increased its sales force — and with no increased cost per sale. The firm is banking on

the increased efficiency per salesman and the greater amount of business he writes to keep the cost even.

The new product is the Pull-Dozer, a jack developed to help body shops repair new model cars of concave and convex curves and elaborate front and rear assemblies.

Goehrig believes the new product will sustain volume because it represents plus business. The Pull-Dozer is not expensive, it's not a yearly model machine, and it doesn't replace any other type of Blackhawk jack. He believes it can be sold in addition to, not in place of, other products in the line

Blackhawk relies on incentive pay to keep the salesmen on their toes and in the competitive spirit needed to meet stiff competition. A small-scale incentive plan was tested in December, usually a bad month for the industry.

"Let's NOT have a lousy December this year!" Kiley told the salesmen when the contest was announced. The contest plan involved only small prizes for the 41 salesmen, offered for December orders. Result: Biggest December peacetime volume in Blackhawk's 47-year history.

This campaign was a prelude to the current incentive campaign which offers a wide range of merchandise prizes and has a strong appeal for the salesmen's wives. ("We do not want our men to develop downturn psychology.")

#### Incentive Bonuses

Blackhawk salesmen are paid a salary plus expenses. Above that, they receive incentive bonuses based not on sales quota, but on a sales minimum. Between 30 and 40% of the total sales payroll can be incentive pay. New men, too, are eligible for bonuses as soon as they start selling.

When the merchandise prize plan was announced, Kiley wrote each wife a note accompanied by the prize

A typical letter to "Dear Mary" began, "John may have told you when he returned from the sales conference at Milwaukee that we were going to have a merchandise contest for all of you this year."

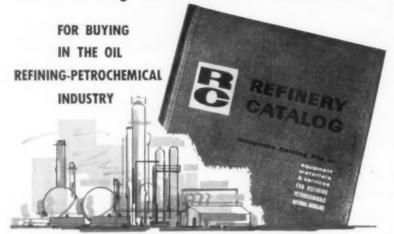
The letter called attention to the catalogue of prizes—jewelry, watches, bed linens, blankets, china, clothing, camera equipment, sporting goods, furniture for the home and yard, large and small appliances, and children's toys. Also, any General Electric or Westinghouse appliances may be obtained in the contest.

"We wanted you to have the catalogue so that you can sit down and plan with John the things you would most like to add to your home," the letter continued. "I would like to assure you that we have set up the contest so that there will be a lot of prizes won. There's no reason why you and John shouldn't share in them.

"I'll be dropping you a note from time to time keeping you posted as to how the contest is coming along. If you have any questions, please write and I'll answer them for you."

The letter explained that the contest runs from January through

## **Primary Reference Source**



Major refinery purchasing is usually a group activity. It involves the recommendations of many key men . . . coordinated by design or project engineers. Successful refining industry sales effort requires keeping your catalog data continually available to all these group-decision makers . . . who compare and specify to buy.

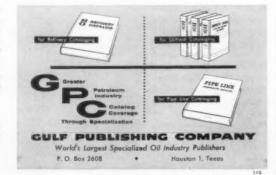
For 25 years the Refinery Catalog has been the primary reference source for equipment-service information in the Refining-Petrochemical industry. Carefully distributed to more than 8,500 stated buying locations, representing 98% of the industry's buying power, the Refinery Catalog gets preferred usage. It makes ready reference and comparison easy, and filing compact.

Keep your sales information on the job full time . . . at the right places, at the times when buying decisions are being made. Support your sales force with adequate catalog data in the next REFINERY CATALOG.

Write today for Fact Book, which shows how your present catalog can be conveniently prefiled in REFINERY CATALOG, at a cost comparable to your present cataloging budget.

#### SALES OFFICES

Houston New York
Chicago Cleveland
Los Angeles Dallas
Tulsa Hannover
London



April, with a second incentive plan probably to be held from May

through August.

A score card was included, with the dollar volume in the left hand column and the number of points credited, with orders received, in the right. John gets Orders Received Reports each week. Points from the January-April campaign may be accumulated for the May-August competition for the larger prizes.

A different point system applies to the seven field sales managers, who also wrote the wives of their salesmen. Some set up side-contests of

their own.

Says Goehrig:

"We have many thousands of dollars set aside for the awards, and we expect our men to win them. The points are amplified as the man gets above the target sales figure we expect of him. They're eligible for awards if they hit their targets. If they get even 5% more they hit the \$200 prize class.

"The deeper psychology involved is stimulating the spirit of competition and personal pride of accomplishment among our men. In too many cases when you don't have that spirit of personal competition the salesman is too satisfied with a goal that leaves

room for improvement.'

Blackhawk salesmen, he says, react to competition. That's a "must" to stay in the organization.

#### Three Goals

A three-day sales meeting and training course, held in January, had these objectives:

- 1. to inform all salesmen completely on what the company is trying to accomplish, and show their places in the picture;
  - 2. to boost morale;
- 3. to provide a refresher course on company products and explain and demonstrate the new Pull-Dozer.

"Too few salesmen know their places in their company's total picture," Goehrig believes, "They're told, simply, to get business, and

"Well, the good salesman will go out and get orders, but sales volume alone will not strengthen your market position. How can the salesman help strengthen your market position unless he is given some idea of the corporate goals?

"Also, it's good for them to know company policies and to know what it means to be a Blackhawk representa-

tive.

The company also issued, for the

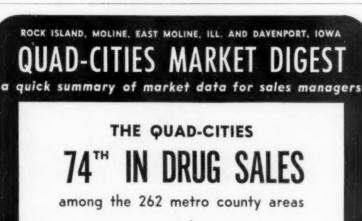
first time, a Distributor Sales Policy Handbook, which lists the duties and responsibilities of the field sales manager, the territory manager (salesman) and spells out policies on distribution, returned goods, guarantees, credit terms, advertising, warehouses and government sales. It also explains the salesmen's vacation policies and parts of the company insurance

This is in addition to the personal service contract drawn up for every salesman, providing terms of employment and a map of his territory.

Training on company products consumed one full day. Field sales managers reviewed the workings of all jacks and tools and their markets. Most salesmen needed the course to go over the many products Blackhawk has added in the last few years.

Engineers also explained and demonstrated the Pull-Dozer on a severely damaged auto that had been borrowed from an auto body shop. The construction, uses and merchandising plan of the Pull-Dozer were thoroughly discussed.

Then, to show the company means



and

## 3 RD IN DRUG SALES

among the metro areas of ILLINOIS-IOWA

51% of Quad-City drug sales are on Illinois side

Citizens of Rock Island, Moline and East Moline, Ill. spend 39% more in drug stores than the average of cities nationwide in the same population group.

Write for new Quad-City Market Newspaper. It contains latest market data with stories and pictures of Quad-City wholesale and retail enterprises.

THE QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION

## THE MOLINE DISPATCH THE ROCK ISLAND ARGUS

For complete market and coverage data contact Mr. Harold Swanson at The Argus or Dispatch





. . . and what markets they are!

## **AKRON**

the biggest ONE Newspaper Market in the nation,

is also Ohio's most concentrated area of great industrial names. You can sell it completely for only 40c per line daily or Sunday. ROP color available in all issues.

	AKRON METROPOLITAN AREA	AKRON TRADING AREA
Population	484,000	619,900
Families	145,200	184,235
Effective Buying Income	\$937,119,000	\$1,169,242,000
Retail Sales	657,394,000	834,188,000
Food Sales	158,477,000	201,955,000
Gen. Mdse. Sales	111,815,000	126,575,000
Furn. Household	32,421,000	39,731,000
Automobile Sales	125,102,000	163,408,000
Drug Sales	21,119,000	26,128,000
BEACON JOURNAL HOME COVERAGE	93.5%	83.5%

Source Sales Management 1957 Survey of Buying Power.

## AKRON BEACON JOURNAL

"Ohio's Most Complete Newspaper"

JOHN S. KNIGHT, Publisher

STORY, BROOKS & FINLEY, National Reps.

business, the executives gave each man a 90-minute examination. The two highest scorers received transistor radios.

To avoid monotony during the meeting, the assembly hall's chairs and tables were arranged differently each morning. A steward kept water glasses filled and served coffee and Cokes. Presentations were alternated between talks and demonstrations.

"We believe we succeeded," says Goehrig. "Many of the field men made bets with me on how much they'll exceed their target sales. As the meeting progressed, I took bets with most of them. That's the enthusiasm we want."

"Too many are still living off the fat from 1947," Goehrig comments. "Now the industry generally is getting back to fundamental concepts of what you must do to put a product on the market."

#### Started in Depression

Fundamental concepts? Goehrig learned plenty of them during the early 1930's, with a number of men who find themselves in the v-p for sales seats today.

Goehrig joined Blackhawk in 1930, hoping to work in the advertising department. But the department was one of the casualties of the depres-

He still wanted to work in advertising, so he took a factory job until the department was revived. He progressed to advertising manager, service manager, then went to the sales department. He worked up to the assistant managership, and since 1938 has been sales manager.

"Those days—the '30's—they were the 'greatest'!" exclaims Goehrig. "They were full of sound experience for today's sales executive. I remember, for instance, when we ran off sales promotion pieces in seven colors—on the mimeograph machine."

Kiley, too, came up through advertising. He joined the firm in 1950 as assistant advertising manager, and advanced to advertising manager, automotive marketing manager, marketing manager, and, since last fall, manager of distributor sales.

"There's no question but that our salesmen are hustling," comments Goehrig. "For one thing, they have something more to work for; they know where they stand in our organization, and they are confident that Blackhawk executives, who are spending more and more of their time visiting the territories to help beat the toughest selling problems, are not leaving them out in left field all alone."

effective with the December 31, 1957
ABC publisher's statement,
Tide and Sales Management magazines
will break-down their advertising agency circulation
by title and function. This is the first time
any publication in the sales and advertising fields
has made this vital information
available to you.

## San Francisco Ready Now

## For the Air Age of Business



West Coast terminal caters to the special needs of growing number of businessmen who fly in company-owned planes.

Corporation pilots—in 20,000 planes—are currently logging more hours and more miles than the airlines. These planes—and the businessmen they carry—find full facilities available at the city's unique Executive Air Terminal.



CONFERENCE TABLE in the air is used by two executives of E. T. Barwick Mills, Atlanta, as their DC-3 flying office helps them prepare for busy schedule.

San Francisco is now offering business executives who travel by company-owned aircraft a range of services and conveniences equal to anything in the U. S. and in many respects far ahead of the rest of the country. The facilities were established only 18 months ago; but Bay Aviation Services, which operates the Executive Air Terminal for San Francisco Airport, is looking ahead in its planning to the time when every company of importance will maintain from one plane to a fleet of aircraft for use of its executives.

"This is closer than we think," predicts Ralph Kummer, general manager of Bay Aviation Services. "At the rate business use of private aircraft is growing, we at Executive Air Terminal know we must be ready to accommodate executive jets within

EXECUTIVE FLIGHT ends with R. W. Maney, v-p and general manager, Western Division, Goodyear Tire and Rubber Co. landing at the terminal after a guick flight from Los Angeles.

a year or two. And we will be ready. Turbo props already are being used by business."

An example on the West Coast is Standard Oil Company of California which has acquired a Vickers Viscount for the use of its executives. One or two large companies in the east also have such craft.

### This Business Tool's Soaring

Use of aircraft as a business and sales tool has shot ahead almost unnoticed within a few years. In a survey made last year by Aero Associates it was found that of 70,000 actively licensed civil aircraft in this country, nearly a third are owned by business concerns. Still more astonishing to those who still have their wheels on the ground: During 1956 corporate pilots flew 4.5 million hours, totaling more aircraft hours and more miles than all of U.S. domestic airlines combined. The pace is set, Kummer points out, by the 90 or more of the nation's 100 largest corporations which now operate one or more airplanes.

It was figures like these that alerted San Francisco to the fact that, up to a year or so ago, it was lagging in its welcome to air-minded executives and jet age-oriented business. Businessmen flying their own planes could find facilities only at the small fields of outlying cities some distance from the metropolis, and the services were limited. There was a practical reason for the situation.

In the early days of business flying most of the planes were of the small light type. It was neither feasible nor safe to accommodate these at a field which was a busy center for the big commercial lines with their large and speedy craft. With the shift from small aircraft to large and still larger by business firms, the picture changed; the problems of integrated handling of executive craft and commercial craft became fewer and — under the new San Francisco setup—have now disappeared.

Although there had been some grip-

COMPLETE SERVICE, including changing the engine of this Twin Beechcraft D-18, is offered and available at the air terminal. Plane is used by execs of San Francisco lumber firm.



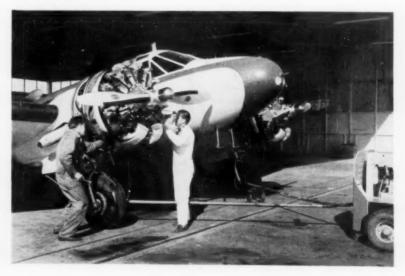
ing by private pilots over not being able to land at San Francisco, the initiative for facilities there came not from the business plane users, but from within aviation circles. Awareness in San Francisco of the need for facilities for the increasing number of business aircraft came around 1954, when the Airport's large new Terminal was opened . . . with no services available for the executive airplane.

"We need special facilities for business," it was decided by "the city that knows how."

"We will set up an Executive Aircraft Terminal."

The old domestic terminal, superceded by the newly opened one, was vacant, waiting to be used. The city called for bids from private business to operate the proposed executive terminal. Responses came from all over the country but the successful bidder was Oakland Airmotive Co., whose president is Edwin H. Gough. Gough, an expert flier, set up Bay Aviation Services Co. as an affiliate to handle the job, under a franchise agreement with the city. In July 1956 Executive Aircraft Terminal was open and welcoming the first executive planes. Here's what it offered:

1. A complete operational base for local companies which own and operate one or more planes. This includes every kind of service from fueling and maintenance to repair and over-





STATION WAGON gets executives to their town appointments in a hurry.

haul, for any size of craft up to a D.C. 7. "In our shops," Kummer proudly points out, "we can do anything to any airplane that is permitted by C.A.A. regulations."

2. Complete terminal facilities for transient aircraft. This ranges from 24-hour "line service" (attendants on duty for fueling, guiding aircraft in and out, etc.) to storage and tie-down and all facilities for planning flights, such as weather information and direct phones to C.A.A.

3. The most complete sort of maintenance or repair service available to aircraft anywhere, whether transient or based. This includes (through Airmotive, the parent company) overhaul or conversion of a surplus military airplane, say, to a "flying office." Since business firms have a limited choice of ready-to-buy aircraft that will fit their needs, a rebuilding job is usually called for when a company decides to purchase a transport-size plane of its own. Oakland Airmotive has rebuilt more than 100 airplanes for private use during its eight years in business.

4. Aircraft sales. Bay Aviation is a Cessna dealer and will also aid any individual or business firm to acquire the airplane it needs. Two salesmen are on hand, with demonstrators, to show the new planes.

WHILE PILOTS WAIT, they can use these comfortable sleeping quarters.

5. Chartered flights. For executives or companies that need such services, regularly or from time to time, what might be called a long distance air taxi is available. Flights are arranged to any point in the U.S. or worldwide, on sufficient notice.

6. Training for pilots. A ground school is in operation and flight training is being set up. This latter is mainly an accommodation to meet such requests as are received from time to time. Kummer explains, "We

are not pushing this particular phase, but if we wish to interest more firms and their executives in the business use of aircraft, we must be prepared to provide training in flying along with our other services."

7. Special services. This is a growing list. It includes: a. sleeping quarters for pilots or for the businessmen, themselves, who may wish to stay overnight at the airport; b. a passenger lounge; c. all radio services (Unicom) while in the air so that, for example, a businessman approaching the airport may arrange to have a limousine with chauffeur waiting for him the moment he arrives; d. parking and securing of plane on landing so that the executive may proceed at once to his appointments; e. free station wagon transportation to any part of the airport; f. a conference room for meetings with the company's local personnel, appointments with customers or other types of quick gettogethers.

The extent of the services available is causing the San Francisco Executive Aircraft Terminal to grow at a fast rate. Already it has 40 executive aircraft based at its field. Some of the major companies represented are Columbia-Geneva Steel Division; Morrison-Knudson Construction Co.; Union Sugar and Specialty Oil, two companies in no way connected which jointly own and operate an airplane for business use; Pope and Talbot; Oregon Steel Mills; Industrial Indemnity; Goliath Distributing Co. (an automobile agency). United



States Steel Corp., when its airplanes are in San Francisco, utilizes the facilities of Bay Aviation for mainte-

nance and servicing.

Standard Oil Company of California maintains its own hangar adjacent to the Executive terminal, but turns to Oakland Airmotive for its large overhaul work. One jet-age salesman, Emmet L. Blair, who has the far western territory for The Hobart Manufacturing Co., flies his own plane in his work and uses the Executive Terminal facilities.

"Two of our outstanding assets," points out Kummer, "which are spreading our fame by word of mouth are: 1. our facilities for business aircraft are distinct and geographically separated from the commercial airline operation, although we do use the same field; and, 2. the excellence and dependability of our shop servicing, maintenance and repair work is, by now, well proved."

## Safety Comes First

It is noteworthy, Kummer emphasizes, that "businessmen, when they fly, go all out on safety." Business corporations buy the most modern equipment for their aircraft, whether instruments, radar, or radio equipment, many of them items that the commercial airlines consider too expensive to acquire immediately.

"The safety record for business flying is phenomenal," Kummer notes, "and we like to feel that we are contributing to it. Our motto is that safety and service go together. Where you find concern with the one, you are bound to find the other." No longer fearful of putting all of their golden eggs in one basket, companies are not even hesitating to let a group of their top executives travel together

in one plane.

Total air movements in and out of San Francisco International Airport currently amount to between 550 and 600 each day. Of this number approximately 350 are aircraft operated by airline companies, leaving about 250 non-commercial operations daily. Discounting the small volume of military traffic at the airport, this means that virtually all of these 250 daily flights operate in and out of Executive Aircraft Terminal!

The growth in traffic at the Terminal during the past year is just the beginning, its operators believe. They take note of the C.A.A. forecast that in the future of aviation, business flying can be expected to represent the largest single growth segment. Nationally, there are now hundreds of companies that have more than one aircraft and the National Business



## IN SELLING BUFFALO FOLLOW THE LEAD OF THOSE WHO KNOW

MEN'S STORES place 74% of their daily linage in the Morning Courier-Express...and use additional space Sundays to swell that lead.

WOMEN'S STORES place 68% of their daily linage in the Morning Courier-Express and, in 1956, used 668,426 additional lines in the Sunday edition.

All of which means that both those who are selling women, and those who are selling men have found the Courier-Express their best sales producer.

FOR ECONOMY use the *Morning* Courier-Express to get more advertising for your dollar concentrated on those with more dollars to spend.

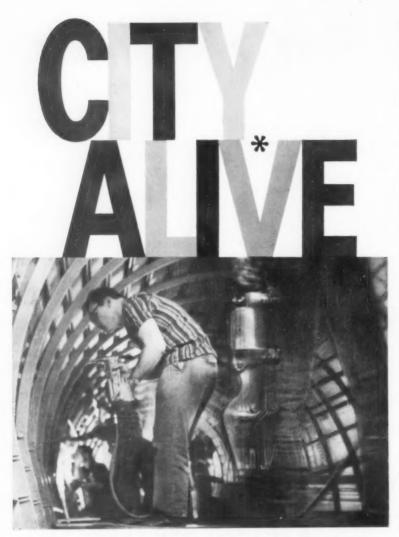
FOR SATURATION use the Sunday Courier-Express to blanket Western New York's rich 8-county market. It's the State's largest newspaper outside of Manhattan.

R O P COLOR available both daily and Sunday.

Member: Metro Sunday Comics and Sunday Magazine Networks

## Buffalo COURIER-EXPRESS

Representatives: SCOLARO, MEEKER & SCOTT
Pacific Coast: DOYLE & HAWLEY



## \* SAN DIEGO: BILLION-DOLLAR MARKET

San Diego is a vital market-alive, alert, attuned to today.

The aircraft industry—one of many dynamic elements in the San Diego economy—contributes an annual payroll of more than \$275,000,000. Backlog of orders is in excess of \$2 billion.

And the people in the San Diego Metropolitan County Market are quick to respond . . . eager and able to buy and try the new. Sell San Diego—at lowest cost per sale—through *The San Diego Union* and *Evening Tribune*. 84.4% readership!

## The San Diego Union . EVENING TRIBUNE

"The Ring of Truth"

## COPLEY NEWSPAPERS

15 "Hometown" Newspapers covering San Diego, California — Northern Illinois — Springfield, Illinois — and Greater Los Angeles . . . Served by the COPLEY Washington Bureau and the COPLEY News Service.

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., INC

Aircraft Association has had a spectacular growth since 1954.

Thus far company airplanes are used mainly by top executive personnel—the president, chairman of the board, executive vice-president, the merchandising director or general sales manager. Kummer and his associates believe usage will become more general as more companies acquire more and larger planes.

The first aircraft owned by business firms or executives, back in the 1940's were mainly the one- or two-place ships. It is no secret that these were mainly for pleasure or prestige in many instances. Some of the first individuals to see airplanes as a business tool were, interestingly, salesmen with the vast territories of Kansas or Texas to cover.

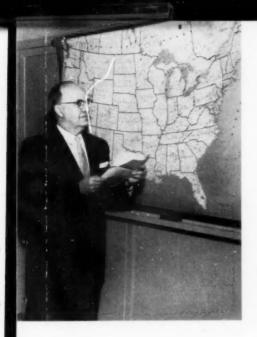
Slowly, business began to realize that the airplane had definite value in terms of time-saving and efficiency and could be profitably company owned. From 1953 up to the present, growth of such ownership has been rapid and business firms are acquiring larger, faster, more expensive craft—the multi-engine planes such as DC 3's or Loadstars, for example. Today's business planes range in size from six- to 20-place. They may cost anywhere from \$8,000 for a small craft on up to \$1 million — or even more.

#### **Full Speed Ahead**

Within a very few years, Kummer and his associates believe, we shall see business corporations owning and operating for executive use some of the fastest, most modern and expensive aircraft made. One of the signs of the times is that companies like Douglas and Lockheed are thinking in terms of specially designed craft for business use.

"The use of aircraft by business executives," Kummer suggests, "is simply the use of the latest transportation vehicle—that which is fastest, safest, and best equipped for the desired mission. We can confidently expect that business firms will be interested in the whole field of jets and in verticle take-off craft, just as they are beginning to be today in turbo props. Helicopters are already in limited use by business and the use is increasing. Business will not by any means limit its use of aircraft to the propeller driven (fixed wing) planes."

Looking ahead, San Francisco's Executive Aircraft Terminal management has on its drafting board plans for a new hangar 160 x 280 feet which will be able to accommodate any size of craft, including business jets.



→ HE'S A GOPHER: Herman W. Leitzow hails from Stillwater, Minn., holds a pharmacy degree from the University of Minnesota. Early in his career he managed a group of retail stores for Liggett. For six years he owned and operated his own pharmacy in St. Paul. Leitzow joined Schering in 1941, became eastern division manager in '44, was upped to domestic sales manager in 1945. Today he's v-p, sales. He's a director of the Sales Executives Club of New York.

THE MAN WITH THE EAGLE > EYE for leaks in sales expense is Roland H. Sloan, Jr. He joined Schering in 1955 after serving in sales statistics and in the capacity of product manager for two major pharmaceutical firms. He's a graduate of Amherst.



### "We Got our TEETH into Cost Control!"

Today Schering Corp. has a special officer whose primary function is that of policing costs. Managers and salesmen alike know where they stand, have yardsticks which enable them to measure the efficiency of their own performance.

Results: expense-to-sales ratio down from 16.6% in 1954 to 12.2% in 1957. Sales increased 232% in this same period, but expenses went up only 148%.

> An interview by Alice B. Ecke with HERMAN W. LEITZOW Vice-President, Sales, Schering Corp.

"We might say he is our officer in charge of cost consciousness.

That's the way Herman W. Leitzow, v-p, sales, for Schering Corp. (pharmaceuticals, Bloomfield, N. J.), describes the function of Roland H. Sloan, Jr., Sales Administrative Manager for the company's Sales Division.

Sloan's job was created after the company had taken a long, hard look at the need for more effective expense control. He heads up a special unit in the Sales Division, reports direct to Leitzow. The result of the activity of this unit is a substantially reduced expense-to-sales ratio.

Savs Leitzow:

"As guardian of the sales purse, it is his job to keep an eye on all facets of sales expense. As the Sales Division's budget officer, he assists the line sales organization in setting

up standards of control for salesmen's expenses, work organization, routing, consumption of literature, samples and equipment. We might say he is our officer in charge of 'cost con-

"We use our sales reports as another means of emphasizing profit consciousness and expense control. We call our administrative reports 'Sales Control Reports.' They include reports on sales volume, budgets and expenses, use of samples, daily calls and special promotions. But 'Sales Control' is not simply a name tag for these forms. Every report contains some 'Sales Control' item. It may be a national average, a performance standing in some other area, or a previous year.

In fact, the Schering report procedure has been so organized that the entire sales operation picture can be seen at a glance.

First, each divisional sales manager is provided with a manual of expense accounts for budgeting and charging expenses of the Domestic Sales Division. It includes all the expense accounts from employment expense down through advertising, training, traveling, shipping, etc. Each expense account is given the number of the Expense Center to which it is to be charged.

Each divisional sales manager is then asked to set up his own sales cost budget. His budget work sheet covers every possible expense anticipated in the sales operation of his

As the division proceeds to operate after the sales cost budget is completed, the various expense reports are promptly sent to the home office where they are analyzed and compiled into

summary reports.

The summary reports, designed for quick self-analysis, are then placed in a loose-leaf binder. Each regional sales manager and each divisional sales manager receives one. These summary reports give the complete Schering sales picture, telling regional and divisional sales managers just where they stand in the national sales picture. Included in the binder are:

Per cent of objective by Sales Control Unit and by division.

Dollar objective: half year by month by representative; Sales Control Unit dollar sales for previous half years with objectives; Sales Control Unit sales as per cent of division for previous half years with objectives.

Hospital territory sales and objectives: hospital territory dollar sales by account by quarter with per cent of target for territory; hospital territory dollar sales by account for previous half years with territory sales

Assignments: half year by month by representative; hospital service areas-list of Sales Control Units': hospital territory-list of accounts; participation in wholesale syndicate by Sales Control Unit.

Incentive bonus: half-year payments by representative.

Product contests: deals and payments per representative; deal promotion summary by division; contest attainment of quota by representative; contest summary by division; contest attainment of quota by division.

Froduct analysis: products' per cent by division sales vs. products' per cent of national sales; product performance levels by half year by Sales Control Unit; product performance levels by half year by division; product per cent increase or decrease over previous year by divi-

Trade analysis: each class of trade's

per cent of division sales vs. class of trade's per cent of national sales; class of trade per cent increase or decrease over previous year by division; McKesson report.

Activity analysis: summary of calls by representative quarterly and cumulative for half year; division summary of representatives' calls quarterly and cumulative for half year.

### Paper Work Reduced

Divisional sales managers are enthusiastic about the progress being made through the use of the summary report loose-leaf binder, Sales Administrative Manager Sloan reports. One compact binder relieves them of stacks of paper work and heavy brief cases filled with cluttered loose forms. All reports in it are arranged for quick reference while they are working in the field with their sales representa-

One example of Schering's expense control system which is paying off is the control of automobile expenses. It is now virtually automatic. Individual summary reports, which permit constant self-analysis, enable each sales representative to quickly see where his expenses are out of line. In most cases this results in self correction without divisional sales manager directive. "Multiplied by the number of salesmen on the field staff," Leitzow points out, "action such as this can add to company profits.

Up to the present time Schering sales representatives have been using company-leased cars or their own cars.

Under the sales control system, management has decided that it will be more economical to purchase company-owned cars for all sales representatives. Management of the company's fleet will be under the direction of an outside firm, specialists in this field. Arrangements are now being made to purchase and sell all Schering cars, maintain statistical records and direct all functions necessary to keep Schering's fleet operating expenses "on the beam."

While controlling car expenses, Schering is generous with their sales representatives at the same time. As new cars are delivered, they will be registered and titled in the name of Schering Corp. Representatives and qualified members of their families will be privileged to use company cars for all personal driving, including vacations. Moreover, they will be allowed to report expenses incurred (except storage, parking, washing, tolls) in the same way they report expenses incurred while driving on business.



Wonderful spring? Sales up? Costs down? Lucky you! Don't bother to read any further.

On the other hand, could you use some new business? More sales at less cost? Then pay close attention to the

You need more "selling-power".

It's the proved way to get more qualified salesmen to make more sales calls at less cost...and sell more per call. How? By making yourself popular with your distributors. Their selling time is spread over other lines. That's your real competition. Make them voluntarily give you more and more of their valuable selling hours.

Tell them about your research and testing facilities...sales and service policies. Keep them posted on new and improved products. Saturate them with product assets and service data. What about your sales materials and catalogs ...your advertising and promotion? Proud of it? Then really plug it!

Where? Why where else but via their one and only

### Industrial Distribution





A McGraw-Hill Publication - 330 West 42nd Street - New York 36, New York

Cost to representatives for this unlimited personal use privilege will be only 3½¢ per mile, which amount they will be able to deduct from their total car expenses. Schering management considers this system to be more equitable and businesslike than that followed in the past. Some of the highlights of the new plan are:

- 1. The standard fleet car will be a Bel-Air Chevrolet, Ford Fairlane, or Belvedere Plymouth, 8-cylinder, two or four-door sedan or middleline station wagon, equipped with automatic transmission, heater, turn signals and outside mirror.
- 2. Cars will be fully covered by collision, fire and theft, bodily injury and property damage liability insurance, protecting both the company and the sales representatives.
- 3. A new type automobile expense work sheet will be provided for sales representatives' use in reporting out-of-pocket expenditures for gasoline, oil, repairs, etc. This new form will provide detailed statistics on fleet operation needed by Schering management.
- 4. Cars will be replaced after one or two years of service, depending on circumstances which may vary somewhat from year to year. It is management's intent that sales representatives drive a safe, dependable, late model car at all times.

Another operation which is now paying off under the new expense control system is sample packaging and distribution which has been one of Schering's most expensive sales tools.

During 1957 the Sales Division saved a full 25% out of the anticipated budget. This saving was the result of . . .

- breaking down and analyzing various avenues of distribution: number of samples each detailman delivers, number of samples each detailman orders for doctors, and number of samples doctors request directly.
- analyzing sample use by sales representatives. The number of samples used is related to sales and compared one to the other.
- analyzing samples by product, also related to sales of each product.

By instituting an orderly method of distributing samples to each detailman through set quantities specifically needed in his respective territory, sample cost savings are showing up in packaging, shipping and paper work—in fact, up and down the line. Management works with detailmen with inventory sheets showing number of samples received and used.

This does not mean there is any reduction in detailmen's supplies of needed samples. On the other hand, it means that samples are put to better use by getting the samples to them in the right quantities at the right time. Detailmen are enthusiastic about the new setup and are reporting excellent results from sample use which is one of the major methods of

promoting sales in the pharmaceutical industry. Through this sample distribution method, management is able to give out more effective directives.

Periodically, Leitzow points out, Schering management calls on the Market Research Department to help realign sales territories for maximum profit return. "In an ever-changing market, sales territories must be redrawn from time to time for more effective coverage and increased profit."

A whole new concept emerged from Schering sales management's relations with Market Research, Leitzow points out. The national market has been

# more people read the daily DETROIT FREE PRESS than any other Detroit newspaper

\*ABC PUBLISHERS' STATEMENTS, 9/30/57

The friendly FREE PRESS, Detroit's only morning newspaper—and the fastest-growing advertising medium in America's Motor Empire—is represented nationally by Story, Brooks & Finley (with offices in 10 principal cities) and, for retail advertising, by George Molloy, New York

divided into sales territories, based on profit-potential. These territories, significantly, are called "Sales Con-

trol Units.

Sales territories are made up of one or more sales control units, which enables Schering sales management to maintain year-to-year continuity of sales figures for each control unit without interfering with divisional sales managers' prerogative of changing sales assignments within their respective divisions.

#### **Incentive Payments**

In addition, incentive payments have been tied to estimated sales in each Sales Control Unit. A salesman's bonus is now based on the percentage increase he produces over and above estimated sales in his territory for a six-month period. He is shown his target and he begins to shoot for bonus accordingly. In other words, Schering has an incentive plan that can be completely controlled. Bonus payments are relative to individual performances, but the total bonus payments to the field staff remain constant. The salesmen like the plan, Leitzow says, "because it eliminates the old feast and famine cycle of incentive bonus payment.

"Of course you can't ask for profitconsciousness without sharing profits, too. In addition to salary, incentive payments and our company-wide profit sharing plan, at least once a year we sponsor special bonus promotions of high-profit products in the line. It gives us another opportunity to reward profitable salesmanship.

"A salesman's time is profit too. To show our men how concerned we were about their use of time, we asked a group of our representatives to collect and return to us all the information received from the home office during a one-month period. We were able to wallpaper an entire conference room with the returns from one man. As a result, about a year ago we set up a special department through which all communications to the field now must channel and we brought in a sales editor to be responsible for the quality and quantity of our salesmen's professional reading.

"Reports from the field should require only essential information and take a minimum of reporting time and effort. Many techniques are available to help streamline sales reports. You can combine daily and monthly reports by cumulative totals, preprint in the home office all but the information to be filled in by your field man, or perhaps use McBee Keysort forms, or similar device."

There are literally dozens of steps

that can be taken at the home office that will bring greater efficiency to the sales operation, Leitzow points out. Here are a few more items he lists for a check list:

- 1. What are you doing to lessen the non-selling functions of your field staff?
- 2. What are you doing to help your men preplan their sales calls?
- 3. When was the last time you ran a time study of your salesmen?
- 4. Do you make profit-consciousness a constant theme in your sales training programs?
- 5. What steps are you taking to reduce the paper work load of your salesmen?

"All of these ideas," says Leitzow, "can help convince your field staff that you are interested in the most profitable use of their time.

"Now, let's project the profit-consciousness developed in the home office to the field supervisor.

#### Release Information to Them

"The first job, as I see it, is to sell expense control to the field line managers, whether they are regional, divisional or district managers.

"If you want to hold your field supervisors responsible for profit in their areas, you must give them all the information they need to determine profitability, by product and by class of trade. The degree of responsibility will depend to a large extent on whether you have a centralized or decentralized operation. Today's trend seems to be definitely in the direction of decentralization.

'In order to fix profit responsibility at field manager level, be prepared to release information which, in many instances, has not previously been available to your managers. We constantly remind our divisional managers that they are running their own business—a \$2 million business at that. We provide them with the tools to run their business. In addition to the sales

#### Prosperity's Results

"Prosperity and plentiful jobs helped make us all fat. Nobody really wants to change that. But when we got fat, we got lazy. And one of the important arts we lost was the art of selling." Paul Harvey, Commentator American Broadcasting Network control reports previously mentioned, we delegate the authority to hire and fire sales representatives, the right to allocate sales quotas among their men, to change assignments at will, to draw up their own budgets, to approve their salesmen's expenses, etc. In fact, we are now planning to base the divisional manager's incentive bonus on profit rather than on sales volume as has been our practice.

'Now, if you've set a good example of cost-consciousness in the home office and decentralized cost control to field manager level, let's see what impact this will have on your line

organization.

"If you beam this profit-conscious attitude successfully, your men will recognize that their opportunities for growth depend on the success of the

"They will understand that they are chosen by management, not only for sales ability, but for their ability to manage themselves well and to

produce a profit.

"If you make them part of management, if you build their morale and motivate them sufficiently, there will be little need for harping on obtaining larger orders and increasing minimum orders to, in turn, increase profits.

"Try setting up a direct-costing system by which profitability can be determined on a specific product, call on certain classes of trade or on a specific market basis. Sales training can help drive this attitude home in sales meetings, formal training programs and sales bulletins that stress good expense sales ratios.

#### **Create Time Sensitivity**

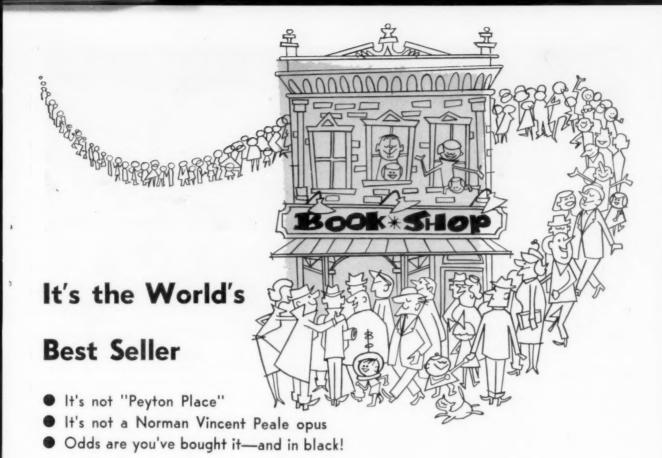
"Try using a theme like 'selling for profit' in all sales seminars and meet-

ings during the year.

Of course, the key to improving expense sales ratios with the field staff is pretty much a matter of sellingtime, because the salesman's only productive time is that which is spent in the presence of prospects. His sales results depend, therefore, on the number of prospects he sees and the quality of the prospect and his sales story.

"If you've taken the initiative of lessening your salesman's selling functions by reducing his paper work load and helping him improve his sales planning, he'll find even more ways to stretch his selling time. Chances are, he'll make more efficient use of telephone calls, improve his use of waiting time and eliminate unnecessary social calls.

'Aim at creating a time sensitivity in your men. It goes hand in hand with profits."



You couldn't have passed a bookshop during this Lenten season without seeing a display of Bibles.

One such display set us to wondering: How many Bibles are sold in this country each year?

And how have sales of the Revised Standard Version, published post-war, held up?

Research unearthed some surprising facts—not the least of which is this: The Holy Bible has become Big Business.

Despite the fact that until after World War II the Bible had not undergone a major, accepted translation since 1611 when the King James Bible—the Protestant world's version—was published; despite its archaic though beautiful language (and the English language down these three-and-a-half centuries has altered so greatly that only a scholar is capable of properly interpreting King James wordage), no other book comes close to the Holy Bible in over-all sales.

The fountainhead of Bible statistics in this country is the American Bible Society, housed in a handsome pink-brick Georgian building on New York's Park Avenue.

Says James Z. Nettinga, secretary of the Society (like most of the Society's officers, an ordained clergyman), "The Holy Bible has now been translated, through the Society's direction, into over 1100 languages. A new language is added almost every month." (Among the recent translations: Pidgin English.)

Last year the Society circulated over 12 million gospels, New Testaments or complete Bibles. And up to the end of 1956 it had distributed 495 million copies. Recently the 500,000,001st copy — under American Bible Society auspices—rolled off the presses. With appropriate fanfare it was presented to President Eisenhower.

In 1937 work was begun on what was destined to be the Revised Standard Version — the greatest success story in publishing history. The English Revised Version was published in 1885. And Americans had worked with British scholars on it. They came to a parting of the ways over language. In 1901 Thomas Nelson & Sons published the American Revised Version. It never gained real popularity — its cadence, sentence structure and form lacked the beauty of the King James Version.

The new Revised Standard was to be "a revision of the American Standard Version in the light of modern scholarship . . . designed for public and private worship . . . to be in the direction of the simple classic English style of the King James Version."

Dr. Luther A. Weigle, now Dean Emeritus of Yale Divinity School, was appointed chairman of the project and has held the position since. There were 32 members of his committee—all scholars. And there was a large advisory board representing nearly all Christian denominations.

Work went forward slowly. The war held things up. But in September 1952 the first order — for almost one million volumes — was given to the printers. Nelson, which had financed much of the research, received a 10-year exclusive contract as a reward.

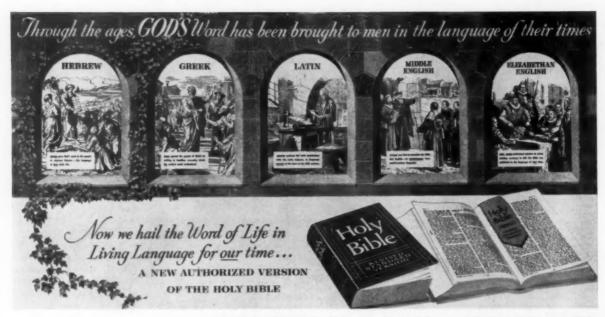
These Bibles, each only 1½ inches thick, stacked in one pile, would tower 24 miles into the stratosphere.

Big business, indeed.

And Nelson, aware of it, decided to do the unorthodox: It hired Batten, Barton, Durstine and Osborn, Inc., its Madison Avenue neighbor, to advertise and promote the Revised Standard. Such a thing had never before been done in Bible publishing.

Says John Elliott, Jr., BBDO executive on the Revised Standard account, "When we took the job we didn't know much about the Bible

By HARRY WOODWARD



### It's the World's Best Seller (continued)

world — Bruce Barton (he wrote "The Book Nobody Knows") and Willard Pleuthner excepted."

The first thing the agency did was to send out a 47-item questionnaire to BBDO's National Panel. The answers that came back were eye openers. Nine out of 10 American homes have at least one Bible. Some have as many as 20. Protestants average 3.3 Bibles per home as against 1.5 for Catholics. Protestants tend to keep their Bibles on the bedside table. Catholics, generally, like to keep theirs in the bookcase. And two-thirds of the Bibles were bought as presents. As Elliott says, "People seem to think they're holy enough themselves but they like to try to help their friends get into Heaven."

#### Black, Please-And Leather

And tastes, preferences — they turned up in carload lots. Nine out of 10 people prefer a black Bible. The same proportion prefer leather as a binding. But Nelson had been binding most of its Bibles in red cloth. (Nelson admits that if it had paid attention to the BBDO survey it would have avoided a desperate shortage of leather Bibles.)

All of these data were grist for the promotional mill.

The agency then began to think out copy appeals. John Caples came up with what seemed to some a facetious coupon line: "Free to thee if thou act now!"

TRAFFIC STOPPER... When the Revised Standard Version of the Holy Bible went to booksellers this striking six foot-by-three foot poster went with it. It was pre-tested by a national panel; it encompassed key advertising elements.

Other tested headlines: "A new Bible you'll turn to twice as often"; "At last—a Bible even a child can understand."

But the one headline which told the story exactly, adds Elliott, was the only one that did really badly in the test. It was: "Announcing an important revision of the Bible."

Nelson naturally wanted advice on how much money it should spend in promoting the RSV. And, after many conferences, BBDO proposed a nice, round figure—\$500,000 the first year. The agency also felt that \$200,000 of the sum should be used for publicity and promotion.

Elliott, a man of humor, helped draw up a master plan — in fullest detail. And he says that, on his way down in the elevator, en route to Thomas Nelson & Sons, he said a fervent prayer: "Please God, let them like this." He had a short laugh at himself because, "It occurred to me that God was just as interested in this as I was."

This master plan called for a gradual publicity build-up, to reach its peak at publication time. At that moment the advertising would hit with impact.

The National Council of the Churches of Christ (which had sponsored the new version and owned the copyright) sat in as counsel.

Then BBDO sent up its trial balloon. It released the story of delivery of the first completed manuscript from the Bible Revision Committee to the publisher. It was carried by all the wire services and countless newspapers. Next the agency sent out the story of the authorization of the new version.

When the presses began to roll every news service carried the story. It was on national radio news programs; film of the event was shown on national TV news programs. The agency heaved a mighty sigh of relief. Things were right on schedule.

#### That's Coverage!

Advertisements had been run in the three most important trade publications in the book field on a regular schedule. Center spreads announced "The greatest publishing event of our time"

The first printing of a best-selling author is in the neighborhood of 20,000 copies. Nelson was announcing 925,000! Says Elliott, "Books like 'The Old Man of the Sea' and 'The Caine Mutiny' had advertising budgets of \$15,000. BBDO was working with a budget of half-a-million dollars."

In the meantime the agency was sending out display material and mailing pieces. More than 1,500,000 of these folders were distributed, with 5 million return order cards. The National Council cooperated by placing special posters in churches, drugstores, banks, schools.

Release day at Nelson's New Jersey plant was chaos.

Swarms of people turned up on foot, in buses, in taxis, in private cars. All wanted a Revised Standard.

William R. McCulley, tall, grayhaired, looking like a movie version of a successful publisher, is president of Nelson. He was on hand to see the first printing out of the binderies. He still talks of that day with the enthusiasm of an announcer broadcasting a neck-to-neck Derby race.

"At one time," he says, "a chauffeur-driven Cadillac was parked in front of the plant, sandwiched between two 15-year-old jalopies. The Revised Standard Version was the common denominator between those

diverse carloads."

And the phones rang incessantly. In the middle of everything the fourline switchboard went out of commission. For a couple of hours no one could call in or out of the plant!

#### Police to the Rescue

Down in North Carolina a matron, who must have been well-heeled, was trying to place a long distance call to the plant. Finally, in desperation, she rang the local police department.

"Are you there to answer emer-

gency calls?" she asked.

The police assured her they were. "Well this is an emergency," she countered. "I need six copies of the new Revised Standard Version of the Bible and I can't get the plant. Go down there and tell them to send those copies to me!"

So, as telephone repairmen feverishly worked over the ailing board, a police car, with siren screaming, roared up to the plant. The lady

got her copies.

BBDO was swelling the demand. It ordered 15,000 window backdrops, six feet high and three feet wide, to express as briefly as possible the whole drama of the Bible. "Through the ages," the backdrops read, "God's Word has been brought to men in the language of their times. Now we hail the Word of Life in a living language for our time . . . a new authorized version of the Holy Bible."

But BBDO admits that many of its biggest boosts were unsolicited. In a sense media dared not underplay the story: Too many people could take offense, and the man—or woman—who feels his Faith is being sold short is more to be feared than a hungry

tiger.

Household sent a Revised Standard mailer to every bookstore in areas where the magazine had distribution.

Life sent a mailing to every book

store in the country.

The New York Herald-Tribune and The New York Times sent out

easel cards as well as a special mailing. The American Weekly went allout. It made personal calls — each reported on — to 200 leading book stores. So did Parade in its areas. The object of these calls: to get dealers steamed up about the huge promotional program behind this new Bible. Dealers were urged to put the posters in their windows. And to run their own ads with mats which Nelson had sent to local newspapers.

It isn't surprising that Nelson had advance orders for the entire first printing of a million copies before

publication date.

But other printings were being set up as fast as possible. And the agency prepared a mailing to be sent to 150,-000 Protestant clergymen in the U.S.

Included in the mailing were sermon suggestions based on the RSV.

McCulley says the clippings filled his office. BBDO wrung its hands over which ones to put into scrapbooks. (It would have taken a large staff to handle *all* the clippings. Some were simply dumped.)

"Granted," adds Elliott, "we had an easy product to promote. But stories in leading media don't just

happen.'

And some smart cookie even got the Post Office Department, which in the past had never issued a religious stamp, for obvious reasons, to do just that. And issue it on the day the RSV was printed. It was the Gutenberg Commemorative Stamp.

But even though BBDO was working with the largest advertising appropriation in publishing history, it was peanuts compared to that of most nationally advertised products. So the agency decided to concentrate on two periods — publication time and the Christmas season.

It ran an extensive campaign in Life, The American Weekly, Parade, independent Sunday supplements, and, to reach the small town market, Household.

Ads appeared, too, in book sections and religious publications — 35 of them. And every line of copy that appeared was pretested among such church leaders as Harry Emerson Fosdick and Bishop Henry Knox Sherrill.

When Christmas rolled around the agency suffered a heartbreak. Most of the campaign had to be cancelled.

No books.

But Elliott adds, with a forgivable pat on his own shoulder, that Mc-Culley told him, before the campaign opened, that he would attribute any sales over 500,000 copies to advertising and promotion. And in the three months between publication date and the end of the year, Nelson had received orders for 1,850,000 Bibles.

That Nelson recognizes the worth of advertising and promotion is borne out by the fact that BBDO still has the account and still has close to the original annual allocation to spend.

That the Bible is Big Business can

be proved, too.

Nelson's exclusive publishing contract runs out in 1962. And the publishers have been queuing up to get on the gravy train. Five firms have been signed within the past month. They are William Collins & Sons, A. J. Holman Co., Oxford University Press, World Publishing Co., and Harper & Bros.

Recently, McCulley took an ad in a publishing journal to congratulate

his potential competition.

He can afford to show largesse. His firm has sold more than 6 million of the Revised Standard Version!

### The Salesman: His Prime Ingredient

"With all of the new aids to selling, there is one ingredient which cannot be lost in a salesman if he is to perform his role.

"He must have the spirit, the guts, and the dream that will make him lead his branch or his division or even the entire company...

"He cannot lose this spirit any more than the prune peddlers of another day. We as executives must continue to provide the proper incentives that will maintain this aggressive and inspired spirit of selling. Along with this goes such ingredients as honesty, humility and belief in himself and what he sells."

William M. Keller Vice-President Reinforced Plastics Division. Owens-Corning Fiberglas Corp.

### Sales Projections to 1961-63 of 734 Public Corporations

- 1	continue	el e	20.00	BARR	341

INDUSTRY		Sales 1957	(\$ Millions) 1961-63 Proj.	% Increas over 1957
AUTO PARTS (conf	d)			
Clevite Corp		76	105	38
Dana Corp	(8)	201	250	24
Eaton Mfg		223	250	12
Electric Auto-Lite		280	285	2
<b>Electric Storage Battery</b>		105	165*	57
FedMogul-Bower		113	135	19
Bearings				
Gould-National	(4)	73	90	23
Batteries				
Houdaille Industries		82	110	34
Kelsey-Hayes	(8)	202 A	275	36
King-Seeley	(7)	35 A	55	58
Libbey-Owens-Ford		237 A	290	22
McCord	(8)	40 A	49	22
McQuay-Norris Mfg		25	25	2
Midland Steel Products .		105	125	19
Motor Wheel	(6)	64	73	14
Raybestos-Manhattan		83	102	23
Rockwell Spring & Axel.		270	320	19
Sheller Mfg		42	53	26
Smith, A. O	(7)	267 A	325	22
Stewart-Warner		116	150	29
Thermoid		41	50	23
Timken Roller Bearing .		205 A	280	37
Young, L. A., Spring	(7)	51 A	62	22
**			A1 I I	0.57

<sup>\*</sup> includes Ray-O-Vac subsidiary, acquired in November, 1957.

### BREWING & DISTILLING

225	275	22
185	250	35
99	130	31
115	140	22
76 A	85	12
746 A	760	2
539 A	700	30
) 470 A	560	19
396 A	465	17
	99 115 ) 76 A ) 746 A 539 A ) 470 A	99 130 115 140 ) 76 A 85 ) 746 A 760 539 A 700 ) 470 A 560

BUILDING				
Alpha Portland Cement.		31 A	50	61
American Marietta	(11)	234 A	425	82
American Radiator		369 A	500	36
American Seating		38	50	32
Armstrong Cork		246	310	26
Carrier Corp	(10)	263 A	400	52
Celotex Corp	(10)	69 A	100	46
Congoleum-Nairn		52	65	25
Corning Glass Works		161	230	43
Crane Co		361	430	19
Diamond Gardner		171 A	220	29
Eagle Picher	(11)	118 A	150	27
Fedders-Quigan	(13)	71 A	90	27
Flintkote Co		115	160	39
General Portland				
Cement		38 A	62	64
Georgia Pacific Plywood		144	225	56
Holland Furnace		30	32	7
Johns-Manville		308 A	400	30
Lehigh Portland Cement		70	102	46
Lone Star Cement		102	160	57
Masonite Corp	(8)	59 A	80	36

INDUSTRY	Sales 1957	(\$ Millions) 1961-63 Proj.	% Increase over 1957
BUILDING (cont'd)			
Murray Corp. of			
America	(8) 60	100	67
National Gypsum	142	205	44
National Homes	46	120	161
National Lead	565	780	38
Otis Elevator	163	175	7
Owens-Corning			
Fiberglas	163 A	250	53
Penn Dixie Cement	42	62	48
Pittsburgh Plate Glass	635	750	18
Rheem Manufacturing	192	235	22
Ruberoid	81 A	100	23
Sherwin-Williams	(8) 258 A	315	22
U. S. Gypsum	246	325	32
U. S. Plywood	(4) 210	250	19
Walworth	94	110	17
Weyerhaeuser Timber	418	535	28
CHEMICAL			
Air Reduction	190 A	240	26
Allied Chemical	683 A	865	27
American Cyanamid	533 A	700	31
Atlas Powder	70 A	88	26
Columbian Carbon	71	80	13
Commercial Solvents	65	76	17
Diamond Alkali	129	170	32
Dow Chemical	(5) 628 A	950	51
DuPont	2060	2600	26
Freeport Sulphur	63 A	100	58
Grace, W. R	450	610	36
Harshaw Chemical	(9) 66	85	29
Hercules Powder	245 A	330	35
<b>Hooker Electrochemical</b>	(11) 108 A	145	34
Interchemical	111	140	26
International Salt	29	40	38
Koppers	327 A	375	15
Minnesota Min. &			
Manufact	380	580	53
Monsanto Chemical	567 A	800	41
National Cylinder Gas .	152	200	. 32
Olin Mathieson	605	1000	65
Pennsalt Chemicals	(12) 80	115	44
Pittsburgh Coke &			
Chemical	55	68	24
Rohm & Haas	174 A	265	52
Sun Chemical	45	60	33
Texas Gulf Sulphur	69	90	30
Union Carbide	1395 A	1800	29
United Carbon	59	73	24
Victor Chemical Works.	53	70	32
American Agric.			
Chemical	74 A	100	34
American Potash	43	70	63
International Minerals .	(6) 106 A	140	32
Tennessee Corp	72	97	35
Virginia-Carolina	, ,	**	33
Chemical	(6) 71 A	100	42
	(0) // //	100	72
CONTAINER			
American Can	1015	1314	29
Anchor Hocking Glass .	127	152	20
Container Corp	265 A	324	22
Continental Can	1046 A	1310	25
Crown Cork & Seal	117	140	20
Federal Paper Board	59	72	22
Fibreboard Paper	(12) 130	160	23

### Look what's happening in South Bend!



There's a bushel full of encouragement in looking at the things that are happening, and have happaned, in South Bend, Indiana. This is a prosperous market, with the highest per capita Effective Buying Income in Indiana\*. It is second in Indiana in Total Retail Sales and Total Effective Buying Income. The best part of the story is that you can saturate this market with only one newspaper-The South Bend Tribune! Write for free market data book.

\*South Bend-Mishawaka City Corporate Area





7 Counties, 1/2 Million People

Franklin D. Schurz - Editor and Publisher STORY, BROOKS & FINLEY, INC. . NATIONAL REPRESENTATIVES

### FOR BETTER PRESENTATIONS



Here's the adaptable easel—29" x 39½" steel board, finished in "rite-on" green—may be used as chalk board, chart board or magnet board; converts from 70" floor use to table model Completely portable—weighs 17 lbs. Only \$39.95.

Carrying case and lamp fixture extra.



### PROJECTION TABLE

re's space for all your materials on

THE ADVANCE FURNACE CO. 2310 EAST DOUGLAS WICHITA, KANSAS



"This is nothing compared to the way MPA\* covers buyers in the Heart of Industrial America."

#### \*Midwest Purchasing Agent

See SRDS, Class. 70A, or write: Penton Bldg., Cleveland 13, O.

INDUSTRY	Sales 1957	(\$ Millions) 1961-63 Proj.	% Increase over 1957	INDUSTRY	Sales 1957	(\$ Millions) 1961-63 Proj.	% Increa over 195
CONTAINER (cont'd	1)			ELECTRICAL EQUIPM	MENT (cor	nt'd)	
Lily Tulip Cup	84	113	35	Cornell Dubilier	(9) 33	* 55	67
National Can	92	115	25	Cutler-Hammer	80	97	21
Owens-Illinois Glass	517	635	23	Daystrom	(3) 85	115	35
Sealright-Oswego Falls	317	033	23	DuMont Laboratories	42	53	26
	47 A	57	20		(9) 65	90	38
Paper	47 A			Emerson Electric Mfg		75	37
Sutherland Paper	61 A	76	25	Emerson Radio			39
Thatcher Glass Mfg	42 A	53	26	General Electric General Precision	4330	6000	
DAIRY				Equipment	185	255	38
Beatrice Foods	(2) 355	440	24	Hoffman Electronics	40	65	62
Bordon Co	930	1080	16	Int. Tel. & Tel	600	810	35
Carnation Co	365	415	14	Magnavox	(6) 88 A	125	43
Foremost Dairies	415	520	25	Mallory, P. R	80	110	38
<b>National Dairy Products</b>	1430	1700	19	Maytag	99 A	120	22
Pet Milk	187	216	16	McGraw-Edison	265	360	36
				Minneapolis-Honeywell	320	445	39
DEPARTMENT & MA	IL ORDER	STORES		Motorola		300	28
Allied Stores			20	Philco	370	475	28
Associated Dry Goods .	(1) 635 (1) 240	765 330	20 38	Radio Corp. of			
Federated Department				America	1180	1550	31
Stores	(7) 635	760	20	Raytheon	225	270	20
Gimbel Brothers	(1) 370	450	22	Robertshaw-Fulton			
Interstate Dept. Stores.	(1) 66	80	21	Controls	73	92	26
Macy, R. H	(7) 448 A	570	27	Sangamo Electric	49	63	28
Marshall Field	(1) 221	275	24	Singer Manufacturing	360	425	18
May Department Stores	(1) 538	660	23	Square D	107	135	26
Mercantile Stores	(1) 154	190	23		(3) 125	175	40
Penney, J. C	1312 A	1600	22	Sylvania Electric	360	500	39
Montgomery Ward	(1)1065	1450	36	Westinghouse Electric.	2009 A	2800	39
Sears, Roebuck	(1)3670	4450	21	Whirlpool-Seeger	415	540	30
Spiegel	128 A	160	25		12) 155	200	29
Barker Bros		85*		acini nadio i i i i i i i	,	200	
	53		60	ELECTRIC UTILITIES			
Best & Co	(1) 41	48	17				
Bond Stores	(7) 90 A	100	12	American Gas &			
Lerner Stores	(1) 180	217	21	Electric	284 A	425	50
Western Auto Supply	217 A	265	22	Arizona Public Service	52	75	45
* includes Ambrook Industri	es and Gauley	Mountain (	Co., which	Atlantic City Electric	34 A	47	38
Barker Bros. plans to acquire				Baltimore Gas &			
and and plant to address				Electric	142 A	200	41
DRUG				Boston Edison	104 A	130	25
	20	25	0.1	Carolina Power & Light	67	85	27
ASR Products	29	35	21	Central Hudson Gas &			
Abbott Laboratories	108	125	16	Electric	30 A	44	47
American Home				Central Illinois Light	38 A	50	33
Products	340	430	26	Central Illinois Public	3071	•	33
Bristol-Myers	103	140	36	Serv	53 A	74	40
Gillette	200	270	35	Central Maine Power	38 A	53	41
Johnson & Johnson	267	320	20	Central & South West	30 M	23	41
Lehn & Fink Products	(6) 27 A	36	32		120	105	
McKesson & Robbins	(3) 610	720	18	Corp.	138	195	41
Mead Johnson	52	75	44	Cincinnati Gas &			
Merck & Co	185	235	27	Electric	120	170	42
Norwich Pharmacal	34 A	52	55	Cleveland Electric	118	165	40
Parke, Davis				Columbus & Southern			
	162 A	210	29	Ohio Elec	44 A	62	40
Pfizer, Chas	207 A	290	40	Commonwealth Edison .	381	510	34
Schering	75	95	27				
Smith, Kline & French	116 A	160	39				
Sterling Drug	196	240	22				
Vick Chemical	(6) 95 A	120	26	NE	KT ISSUE		
Warner-Lambert	160	200	25	PART II of this artic		l anne an in d	lh a
ELECTRICAL EQUIPM	IENT						
		225	20	April 18 issue, will	continue thi	is list of ind	us-
Admiral Corp	175	225	29	tries to complete th	ne 734 com	panies cover	ed
Avco Manufacturing	* . *	440	40			3 50701	
Collins Radio	(7) 124 A	160	29	in the Value Line stu	Idv		
Cons. Electrodynamics.	30	45	50	the take shie si	ady.		

### is is the size we use for the Growing Greensboro Market



Set off a chain reaction! End up with carloads of sales by cashing in on one of the South's real big super-markets-the Growing Greensboro Market. It's a top shopping-and spending area, where one-sixth of North Carolina's population accounts for one-fifth of the state's \$4 billion in total retail sales annually. This makes the Growing Greensboro Market the second best in the South and fourth best in the Nation in per family retail sales. If you want to pile those carts full with your particular product you will automatically select the Greensboro News and Record as your major advertising medium. Over 100,000 circulation daily. Over 400,000 readers daily.

Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA Represented by Jann & Kelley, Inc.



Sales Management Figures





Your men will get more out of a sales meeting or convention in Havana or Varadero. You'll get more out of them. They'll relish the novelty of Havana's "old worldnew world" setting, the invigorating climate, the most modern new hotels, the many facilities for work . . . for sun and fun.

Cubana assigns as many planes as you need for your exclusive use, paints your name on them in big letters, decorates the interiors with your signs, slogans, campaign material. These chartered planes-modern Super G Constellations or Prop-Jet Viscounts-take off from the place you designate, fly swiftly and pleasantly to your chosen destination. Arrangements can be made for exciting refreshments and delicious meals aloft.



Further, Cubana helps you plan all activities-business or pleasure - makes suggestions for accommodations, tours, night club and casino visits. Cubana prepares preconvention literature and sends it direct to salesmen to keep them on their toes and "rarin' to go." Best of all . . for an overseas convention, the costs are less than you'd expect. It's a package deal that packs a lot of sales incentive.

FREE! Send a reservation for the informative, illustrated file folder, "A Brief case for holding your Convention in Cuba." It's crammed with ideas for

planning the best convention you've ever had. Write Dept. MG





Executive Offices: 625 Madison Ave., New York 22, N. Y. . PLaza 3-0516

### HIGH SPOT CITIES

### Retail Sales Now-Falling Off, But Losses Are Small

By DR. JAY M. GOULD

Research Director

Sales Management's Survey of Buying Power

The volume of retail sales in April is expected to total \$16.1 billion, representing a 2% decline from last April. How does this compare with the corresponding percentages in recent months? Here is a recap:

	% Change From
	Same Month
	Preceding Year
July	+9.6
Aug.	+8.0
Sept.	+5.1
Oct.	+4.2
Nov.	+4.3
Dec.	+2.7
Jan.	+2.5 (revised)
Feb.	-1.0
Mar.	+2.0 (forecast)

The progressive decline in this series is clearly associated with the fall off in auto sales as a result of the failure of the 1958 models to win consumer acceptance so far. But auto sales in April and May may see the revival of the Spring upsurge that used to characterize the pre-war automotive seasonal pattern.

The decline in April retailing reflects in part the shift in Easter shopping which this year was centered mainly in March, rather than April, as was the case last year. (The decline in February has been clearly associated with bad weather; department store sales in the week of Feb. 17 dropped as much as 20%). Thus, despite the poor automotive showing,

overall retail sales is probably still running in the plus column, thanks to the remarkable showing of the nondurable lines.

Of course the dollar volume of retailing is sustained by the fact that no significant degree of price cutting has as yet characterized retailing in the current recession. And the general expectations, judging from the behavior of the stock market, are that current proposals for tax cuts and public works spending will continue the upward rise in the price level. This fact will have favorable effects on retailing, since it means that consumers will not hold back purchases in anticipation of future price drops. They may of course hold back

Retail Sales Box Score		h Totals illions	9/6		ruary	%
	1958	1957	Change	1958	1957	Change
Food	7,881	7,170	+ 9.9	3,755	3,480	+ 7.9
Eating & Drinking Places	2,143	2,151	4	1,010	1,055	- 4.3
General Merchandise	2,623	2,604	+ .7	1,246	1,276	- 2.4
Apparel	1,538	1,479	+ 4.0	684	694	- 1.4
Furniture & Appliances	1,461	1,530	4.5	684	754	- 9.3
Lumber, Building, Hardware	1,610	1,666	3.4	759	836	- 9.2
Automotive	5,359	5,944	- 9.8	2,549	2,948	13.5
Gasoline Service Stations	2,345	2,204	+ 6.4	1,136	1,067	+ 6.5
Drug & Proprietary	1,051	955	+10.0	513	467	+ 9.9
*Total Sales	29,175	28,798	+ 1.3	13,889	14,058	- 1.2

\*Includes data for kinds of businesses not shown in above nine categories.

for other reasons, as was indicated by the latest Federal Reserve Board Consumer Expenditure Survey, in which a smaller proportion of respondents said they will buy a new car than did last year, because they were more doubtful about their income in 1958. Still it is a noteworthy fact that even here, the great majority of respondents (62%) expected to make as much or more in 1958 as in 1957.

Among the states expected to report better-than-average performance for this April as compared with last April are:

Arizona	New Mexico
Colorado	New York
Florida	North Dakota
4	Wyoming

The leading cities, those with a City-National Index well above average are:

Florence-Sheffield	
Tuscumbia, Ala.	114.4
Albuquerque, N. M.	113.6
Port Arthur, Tex.	113.1
Baton Rouge, La.	112.1
Salem, Ore.	112.0
Abilene, Texas	110.4
Sioux City, Iowa	110.2
Norristown, Pa.	110.0
Ventura, Cal.	109.3
El Paso, Texas	109.2
Trenton, N. J.	108.6
Cheyenne, Wyo.	108.2
Jacksonville, Fla.	108.0
Tampa, Fla.	108.0

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of 302 of the leading market centers of this country and Canada.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's Survey of Buying Power.

Three Index Figures Are Given, the first being "City Index, 1958 vs. 1948," This figure ties back directly to the official 1948 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1948 month. In Canada the year of comparison is

1951, the most recent year of official sales Census results.

The second figure, "City Index, 1958 vs. 1957" is similar to the first except that last year is the base year. For shorterm studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today compared with last year.

The third column "City-National Index, 1958 vs. 1957," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include
(a) special advertising and promotion
drives in spot cities, (b) a guide for your
branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of
letters for stimulating salesmen and forestalling their alibis, (f) determining
where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1957 which equals or exceeds the national change.

### ANXIOUS ABOUT BUSINESS?

Turn back to page 62 and read the consensus of opinion of Sales Management's Future Sales Ratings Board as compiled by Peter B. B. Andrews. They're optimistic and predict:

"Recession Turn-Up in This Quarter" SALES MANAGEMENT

### HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

Super of Sup

FOR APRIL, 1958

RETAIL SALES FORECAST (S.M. Forecast for April, 1958)

		City	
City	City	Nat'l.	
Index	Index	Index	S
1958	1958	1958	(Million)
VS.	VS.	VS.	April
1948	1957	1957	1958

#### UNITED STATES

	1 20				
	150.2	98.0	100.0	16,113.00	
Alabama	152.1	97.9	99.9	204.34	
* Birmingham	144.7	98.3	100.3	40.49	
* Florence-Sheffield-					
Tuscumbia	206.3	112.1	114.4	7.51	
Gadsden	136.3	95.3	97.2	5.79	
Mobile	165.9	95.1	97.0	18.83	
★ Montgomery	165.8	98.7	100.7	14.12	
Arizona	205.9	102.3	104.4	111.18	
* Phoenix	212.6	105.1	107.2	36.29	
★ Tucson	213.7	99.7	101.7	18.82	
Arkansas	134.5	100.1	102.1	119.74	
* Fort Smith	146.7	99.0	101.0	7.49	
★ Little Rock-North					
Little Rock	157.5	101.8	103.9	21.73	
California	179.7	99.6	101.6	1,623.54	
Bakersfield	176.0	95.1	97.0	16.44	
Berkeley	137.5	92.0	93.9	11.63	
Fresno	155.4	95.3	97.2	23.79	
Long Beach	176.8	93.0	94.9	44.97	
★ Los Angeles	173.4	103.8	105.9	336.57	
★ Oakland	129.8	102.9	105.0	58.38	
★ Pasadena	151.2	101.1	103.2	23.67	
* Riverside	221.0	101.0	103.1	11.65	

★ San Diego	199.1	100.7	102.8	60.20
San Francisco .	108.8	95.8	97.8	92.57
★ San Jose	229.4	102.7	104.8	27.94
Santa Ana	260.4	97.4	99.4	14.89
★ Santa Barbara .	153.2	105.7	107.9	9.17
Stockton	127.7	90.7	92.5	13.84
★ Ventura	131.4	107.1	109.3	6.15
Colorado	174.2	102.8	104.9	179.68
★ Colorado Springs	275.4	101.0	103.1	13.08
★ Denver	173.0	104.7	106.8	72.58
* Pueblo	185.6	100.9	103.0	10.08

★ Sacramento .... 182.5 99.4 101.4

San Bernardino . 196.3 97.6 99.6

Connecticut	166.0	97.0	99.0	263.93
Bridgeport	114.8	92.9	94.8	19.59

9.1

35.62

16 02

### MIDDLETOWN

CONNECTICUT'S HOTTEST MARKET

### \$144,255,000 Income \$97.275.000 Sales

Middlesex County's high buying power-\$1,037 above the U.S. family average, and retail spending-\$676 above average-have made Middletown the state's leading High-Spot city for the past ten months.

The Middletown Press alone gives you effective coverage of Connecticut's most responsive market. No combination of outside newspapers comes anywhere near equaling its coverage.

#### YOU ALWAYS Get MORE in MIDDLETOWN



### ONLY the RECORD and JOURNAL



### Meriden • Wallingford, Conn.

One of Connecticut's buying-est markets is yours here, with The Record & Journal! Size! Nearly 100,000 customers. Effective buying income? Over \$132 million\*. Coverage? With The Record & Journal, 97%! And—no Hart-ford or New Haven daily ABC newspaper has over 400 circulation here.

### The Meriden RECORD and JOURNAL

Meriden . Connecticut

National Representatives: GILMAN, NICOLL & RUTHMAN

### HIGH SPOT CITIES

RETAIL SALES FORECAST:

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR APRIL, 1958



RETAIL SALES FORECAST (S.M. Forecast for April, 1958)

		City	
City	City	Nat'l.	
Index	Index	Index	\$
1958	1958	1958	(Million)
VS.	VS.	VS.	April
1948	1957	1957	1958

#### Connecticut (cont'd)

* Hartford	144.9	101.6	103.7	31.54
Meriden-				
Wallingford	150.1	96.9	98.9	7.22
★ Middletown	164.4	103.2	105.3	4.52
★ New Haven	143.6	99.8	101.8	24.18
★ New London	160.6	104.7	106.8	6.23
★ Norwich	168.3	98.2	100.2	4.83
Stamford	182.0	93.0	94.9	12.14
Waterbury	130.9	92.9	94.8	11.81
Delaware	137.7	94.9	96.8	42.66
Wilmington	133.4	95.8	97.8	20.36

#### District of Columbia

	121.5	100.1	102.1	111.40
★ Washington	121.5	100.1	102.1	111.40
Florida	258.4	102.4	104.5	496.09
* Fort Lauderdale	380.8	101.4	103.5	18.81
★ Jacksonville	209.9	105.8	108.0	42.88
★ Miami	232.2	102.5	104.6	74.04
★ Orlando	290.2	102.8	104.9	20.31
★ Pensacola	344.4	99.1	101.1	16.08
* St. Petersburg .	278.8	103.5	105.6	26.12
★ Tampa	273.0	105.8	108.0	35.95

Georgia	164.4	97.0	99.0	284.50
Albany	175.1	95.5	97.4	5.27
★ Atlanta	174.6	99.3	101.3	75.7
Augusta	168.3	91.4	93.3	11.46
Columbus	144.2	93.3	95.2	10.9
Macon	159.5	95.5	97.4	10.97
★ Savannah	171.9	102.2	104.3	15.40

#### Hawaii ..... 151.9 105.3 107.4

Idaho	134.9	101.0	103.1	64.38
★ Boise	. 161.8	102.0	104.1	8.72
Illinois	142.0	98.8	100.8	1,021.37
* Bloomington	. 124.5	99.0	101.0	5.84
* Champaign-				
Urbana	. 138.5	98.4	100.4	8.67
★ Chicago	. 128.9	100.8	102.9	458.75
Danville	. 118.4	87.8	89.6	5.65
Decatur	. 151.2	92.8	94.7	11.34
Fact St Louis	145.1	93.9	95.8	10.20



"... and the unmatched penetration of local news

### Unmatched 97% Coverage

The Advocate is the only newspaper that can offer you saturation coverage of the state's richest large market-\$8,436 family income . . . \$204,997,000 total buying power . . . \$156,387,000 retail sales. Its 97% coverage is unmatched-by a wide margin.

### Stamford Advocate STAMFORD, CONN.

Represented by The Julius Mathews Special Agency, Inc.

The Big, Golden O is for



### Number One in Central FLORIDA

Orlanda Sentinel-Star has 5 times the combined circulation of Tampa, Miami & Jacksonville papers in the Cen. Fla. S-county Area - Call The Branham Co.

The Big, Golden O is for



### Number One in Central FLORIDA

Orlando Sentinel-Star has 5 times the combined circulation of Tampa, Miami & Jacksonville papers in the Cen. Fla. 5-county Area - Call The Branham Co.

### **NEW LONDON**

### Eat and Drink Sales 3rd in Connecticut!

Eat and Drink sales in New London consume \$531 per family . . . 3rd highest of any Connecticut city of 25,000-or-over population. (S. M. '57 Survey)

To increase your sales
—cover this isloated city
easily in The Day . . . New
London's only newspaper!

### The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN

### THIS Is Eastern Connecticut

### 49,000 Families Spending 13% More for Drugs

Eastern Connecticut spends \$6,874,000 in drug stores—for an average of \$140 per family . . . 13% above the U. S. average.

To sell more vitamins, remedies and cosmetics in this big responsible market, schedule the Norwich Bulletin . . . only newspaper that puts you *inside* isolated Eastern Connecticut.

### **Norwich Bulletin**

and Norwich Bulletin-Record (Sundays)
NORWICH, CONN.

Bulletin Sunday Record 24,965 Daily 21,017

Represented by The Julius Mathews Special Agency, Inc.

### HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities. Survivor La rowes

FOR APRIL, 1958

RETAIL SALES FORECAST (S.M. Forecast for April, 1958)

		City	
City	City	Nat'l.	
Index	Index	Index	\$
1958	1958	1958	(Million)
VS.	VS.	VS.	April
1948	1957	1957	1958

#### Illinois (cont'd)

\* Moline-Rock Is-

land-E. Moline.	140.8	101.0	103.1	13.15
Peoria	131.2	93.5	95.4	17.74
Rockford	186.7	94.8	96.7	20.91
Springfield	138.8	96.7	98.7	14.16
Indiana	143.4	97.4	99.4	414.16
Evansville	139.9	95.8	97.8	16.05
Fort Wayne	139.6	97.1	99.1	19.77
Gary	153.8	95.4	97.3	17.81

Fort Wayne	139.6	97.1	99.1	19.77
Gary	153.8	95.4	97.3	17.81
★ Indianapolis	149.3	99.7	101.7	71.32
★ Lafayette	132.3	101.7	103.8	5.81
★ Muncie	156.4	99.6	101.6	8.51
* South Bend	123.8	99.0	101.0	17.29
Terre Haute	121.2	96.9	98.9	9.47

lowa	126.5	99.3	101.3	265.12
Cedar Rapids	132.6	93.7	95.6	10.89
Davenport	123.3	96.3	98.3	10.59
★ Des Moines	133.9	101.7	103.8	27.28
★ Dubuque	130.1	100.4	102.4	6.65
* Sioux City	141.1	108.0	110.2	13.18
Weterles	1200	07.4	00.4	0.02

Kansas	141.0	101.2	103,3	195.89
Hutchinson	108.4	94.2	96.1	4.68
Kansas City	141.3	95.4	97.3	12.55
★ Topeka	173.3	103.9	106.0	13.13
★ Wichita	205.8	105.1	107.2	34.20

Kentucky	143.5	96.2	98.2	196.71
* Lexington	. 146.8	104.7	106.8	11.90
Louisville	. 146.3	94.9	96.8	48.73
* Paducah	. 158.5	100.3	102.3	5.44

Louisiana	175.4	99.5	101.5	242.08
* Baton Rouge	254.3	109.9	112.1	24.46
* Lake Charles	258.9	103.5	105.6	9.50

M wining-Megr				
Monroe	170.2	98.5	100.5	8.58
New Orleans	153.5	96.3	98.3	64.09
* Shreveport	160.6	101.6	103.7	20.19

Maine	137.7	98.3	100.3	84.26
Bangor	 138.1	94.1	96.0	5.99



### MEMO to All Marine Suppliers

We're proud to have received Boating's Golden Award for 1957 and are busy planning even larger coverage in '58.

It's not too late for your own advertising program to join forces with this hard-hitting sales medium offering the choicest coverage of the Gateway to all New England.

### The Norwalk Hour.

Norwalk, Connecticut

ABC - ANPA - AP

The Julius Mathews Special Agency, Inc.
National Representative

### Gear Your Advertising to THIS Dealer Activity

Biddeford-Saco grocery stores are busy places . . . food sales 37%—or \$3,190,000—above average volume.

Automotive dealers turn in another great selling job . . . sales 51%—or \$3,419,000—above par.

Sell more of your brand in Biddeford - Saco by teaming your advertising with this dealer activity—in the Journal, reaching 90% of Biddeford-Saco homes.

THE BIDDEFORD

### JOURNAL

BIDDEFORD MAINE

Represented by The Julius Mathews Special Agency, Inc. Portland, Maine market

BIG STATE-SIZE FURNITURE-APPLIANCE MARKET

527,258,000 SALES

70%
OF MAINE'S

### FURNITURE-APPLIANCE Sales

9 COUNTY SALES AREA

More Total Sales Than In:

South Dakota

**New Hampshire** 

Vermont

Nevada

North Dakota

Wyoming

Families in the Portland area spend an average of \$169, yearly, per family for appliances and furniture as against \$125, for the balance of Maine.

Families in the 9 County Portland sales area average more per family than families in 13 other states.



Portland, Maine
Newspapers
Newspapers
EVENING EXPRESS

PORTLAND PRESS HERALD EVEN SUNDAY TELEGRAM

represented by the Julius Mathews Special Agency

### HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR APRIL, 1958

Surer of Luving Power

RETAIL SALES FORECAST (S.M. Forecast for April, 1958

orecast	for April	1958)	
		City	
City	City	Nat'l.	
Index	Index	Index	5
1958	1958	1958	(Million)
VE.	VS.	VS.	April
1049	1057	1007	2000

#### Maine (cont'd)

* Lewiston-Auburn	136.9	103.4	105.5	7.48
★ Portland	131.3	99.2	101.2	11.84

Maryland	177.3	98.5	100.5	273.68
★ Baltimore	149.5	100.1	102.1	125.53
Cumberland	135.0	96.3	98.3	6.01
Hagerstown	168.0	90.2	92.0	6.62

#### Massachusetts

	141.7	95.2	97.1	487.04
Boston	128.4	95.7	97.7	112.63
Brockton	123.1	94.2	96.1	7.06
Fall River	111.5	97.5	99.5	9.37
★ Holyoke	139.2	98.9	100.9	6.67
Lawrence	124.5	97.9	99.0	9.41
★ Lowell	120.4	98.0	100.0	8.97
★ Lynn	128.2	100.8	102.9	10.41
New Bedford	116.9	93.6	95.5	10.11
Pittsfield	142.2	94.2	96.1	7.11
Salem	133.4	92.3	94.2	5.90
★ Springfield	140.5	100.5	102.6	22.46
Worcester	122.1	92.2	94.1	22.30
Michigan	150.1	92.9	94.8	724.96
* Battle Creek	140.1	101.2	103.3	8.21
★ Bay City	151.6	98.7	100.7	7.67
D-to-14	120 7	02.7	040	220 27

Detroit	129.7	92.1	94.0	220.27
★ Flint	192.4	98.4	100.4	30.74
Grand Rapids	138.6	94.5	96.4	26.93
Jackson	141.0	95.5	97.4	9.12
Kalamazoo	161.5	96.3	98.3	12.97
Lansing	150.2	97.4	99.4	17.21
★ Muskegon	141.3	99.2	101.2	8.49
Pontiac	179.5	97.5	99.5	13.43

Port Huron	131.5	92.0	93.9	5.67
Royal Oak-				
Ferndale	218.3	91.1	93.0	14.69
Saginaw	145.0	92.4	94.3	12.40

Minnesota	134.6	98.2	100.2	318.40
★ Duluth	133.5	98.9	100.9	13.27
★ Minneapolis	130.0	98.1	100.1	76.33
★ St. Paul	128.7	101.3	103.4	42.28

Mississippi	137.0	92.5	94.4	113,54	
Jackson				12.66	
Maridian	152 E	OF 2	07.3	E 00	

HIGH SPOT CITIES

**RETAIL SALES FORECAST** 

See the Survey of Buying Power for full population, sales and income data on these cities. FOR APRIL, 1958



RET	AIL SAL	ES FOREC	CAST	
(S.M.	Forecast	for April,	1958)	
			City	
	City	City	Nat'l.	
	Index	Index	Index	\$
	1958	1958	1958	(Million
	VS.	VE.	VS.	April
	1948	1957	1957	1958

(S.M. F		S FORE		
(5.m. 1	orecast 1	or April	City	
	City	City	Nat'l.	
	Index	Index	Index	S
	1958	1958		(Million
	VS.	VS.	VS.	April
	1948	1957	1957	1958
Missouri	137.1	96.4	98.4	398.8
Joplin	129.1	96.4	98.4	5.5
* Kansas City	115.0	98.3	100.3	70.2
* St. Joseph	123.1	99.2	101.2	8.2
St. Louis	122.7	95.9	97.9	97.7
★ Springfield	154.8	103.3	105.4	10.9
Montana	131.7	93.1	95.0	65.1
★ Billings	157.7	100.0	102.0	7.4
Butte	125.2	87.4	89.2	4.9
Great Falls	140.9	92.3	94.2	6.8
Nebraska	130.3	100.0	102.0	140.8
Lincoln	140.7	101.1	103.2	13.6
★ Omaha	140.7	101.0	103.1	35.3

The ROME Market's

\$31,505,000

Food Buying

is independent of

Outside Influence

A.B.C. figures show that the Rome

Sentinel alone covers this big food

No other newspaper gives you

A.B.C. 17,303

market.

Nevada 217.6	99.7	101.7	35.88
★ Reno 184.4	100.7	102.8	10.90
New Hampshire			
	99.4	101.4	54,48
★ Manchester 144.2	101.1	103.2	10.02
★ Nashua 145.9	98.8	100.8	4.35
New Jersey 156.3	96.7	98.7	564.91
* Atlantic City 119.7	101.1	103.2	11.56
Camden 128.7	96.9	98.9	14.70
Elizabeth 125.8	96.9	98.9	12.40
Jersey City-			
Hoboken 111.7	97.4	99.4	25.35
Newark 110.2	92.1	94.0	52.07
★ Passaic-Clifton . 165.7	99.3	101.3	18.06
★ Paterson 133.6	99.3	101.3	19.94
★ Trenton 184.0	106.4	108.6	24.98
New Mexico 213.6	110.2	112.4	83.59
★ Albuquerque 262.1			

<b>New York</b>	146.4	102.3	104.4	1,736.66
Albany	131.9	97.6	99.6	19.62
Binghamton	119.1	94.8	96.7	10.93
Buffalo	123.0	92.5	94.4	66.15
Elmira	124.9	93.2	95.1	7.42
★ Hempstead				
Township	298.6	101.5	103.6	97.76
Jamestown	118.6	92.8	94.7	5.68
* New York	131.5	105.3	107.4	861.15
Niagara Falls	149.6	97.0	99.0	11.92
Poughkeepsie	144.7	97.3	99.3	7.81
* Rochester	156.0	103.8	105.9	53.16
Rome	156.6	93.3	95.2	4.62
Schenectady	125.9	95.3	97.2	13.23
Syracuse	131.6	97.6	99.6	30.48
★ Troy	121.8	101.7	103.8	9.38
Utica	119.5	95.7	97.7	11.72

132,700 people. You can get your share of this heavy food buying with a schedule in the Sentinel.  North Carolina  167.9 95.5 97.4  ★ Asheville 151.8 102.8 104.9  ★ Charlotte 179.1 98.2 100.2	enough circulation here to influence the food brand preferences of its	Utica 119.5 95.7 97.7	
A SHETTILE 202.0 202.0 204.0	share of this heavy food buying with		
★ Charlotte 179.1 98.2 100.2	a schedule in the Sentinel.	★ Asheville 151.8 102.8 104.9	
		★ Charlotte 179.1 98.2 100.2	
ROME Durham 125.5 89.9 91.7	ROME	Durham 125.5 89.9 91.7	
★ Greensboro 184.6 101.9 104.0	ROME	★ Greensboro 184.6 101.9 104.0	
DAILY SENTINEL * High Point 206.1 100.0 102.0	DAILY SENTINEL		

Durham	125.5	89.9	91.7	8.84
★ Greensboro	184.6	101.9	104.0	18.95
* High Point	206.1	100.0	102.0	6.45
Raleigh	158.9	91.1	93.0	10.76
Salisbury	164.0	93.0	94.9	4.08
Wilmington	163.6	95.6	97.5	6.23
Winston-Salem	180.1	89.0	90.8	12.91

309.65

9.94

24.97

ROME, N. Y.	Wilmington 163.6 95.6 97.5
Call, wire or write	Winston-Salem . 180.1 89.0 90.8
W. S. DeHimer, Adv, Dir.,	
for complete merchandising and marketing services to supplement	North Dakota
your advertising	127.5 103.1 105.2
your advertising	Fargo 140.7 104.1 106.2

### 46% More Mileage for Gasoline Ads

The 9,000 families in the Little Falls market spend 46% more per family for gasoline than the average New York state family.

Little Falls is a preferred gasoline market in this stateespecially worth selling . . . and it's easily sold through the Little Falls Times . . . only daily that covers the entire market, reaching 75% of the homes.

### Little Falls Times

LITTLE FALLS, N. Y.

Represented by

The Julius Mathews Special Agency, Inc.

### You Can be SURE ... When You Use the Salisbury POST

Yes . . . you are sure of 17,800 responsive circulation. All metropolitan state papers combined have a circulation in Salisbury-Rowan of but a fraction over 3.500. The POST is the ONLY newspaper published in the Salisbury-Rowan market. Use the POST. It sells . . .

profitably.

### SALISBURY EVENING POST # SALISBURY SUNDAY POST™

Published in the Tri-Cities Salisbury-Spencer-East Spencer

Post Office:

SALISBURY, NORTH CAROLINA

#### APRIL 4, 1958

THE GROWING RUHR OF AMERICA

# Household Equipment Sales 53% Above Par

Big wages in the metropolitan area's industrial plants enable local families to spend heavily for household needs. The area's general merchandise and furniture-appliance purchases add up to \$36,811,000—are 53% above average in Elyria stores.

Start now to sell this big \$373,929,000income area—rated one of the 50 fastest-growing in the nation. Schedule the Chronicle-Telegram, the area's leading newspaper in ad linage and news coverage.

### **Chronicle-Telegram**

"The Family Newspaper"

### **ELYRIA, OHIO**

Circulation 23,560 ABC 9/30/57
DOUBLE the Number of City Families

Represented by
The Julius Mathews Special Agency, Inc.



# BETHLEHEM GLOBE TIMES you're not covering Penn's 3<sup>rd</sup> largest market!

The Bethlehem Globe Times

Rolland L. Adams, Publisher
Gallagher-De Lisser, Inc., national representatives

### HIGH SPOT CITIES

RETAIL SALES FORECAST :

See the Survey of Buying Power for full population, sales and income data on these cities.

SURVEY OF SURVEY

City

Nat'l.

FOR APRIL, 1958

RETAIL SALES FORECAST (S.M. Forecast for April, 1958)

City City

	Index	Index	Index	3
	1958	1958	1958	(Million)
	VE.	VS.	VS.,	April
	1948	1957	1957	1958
Ohio	150.9	92.9	94.8	901.27
Akron	154.6	99.9	101.9	40.09
Canton	139.2	93.6	95.5	17.18
Cincinnati	138.9	96.0	98.0	69.93
Cleveland	134.8	95.5	97.4	127.54
Columbus	167.7	102.1	104.2	62.98
Dayton	146.4	92.8	94.7	40.78
Elyria	150.3	91.8	93.7	5.14
Hamilton	163.3	95.6	97.5	9.13
Lima	147.0	92.4	94.3	8.41
Lorain	157.3	94.5	96.4	7.31

90.8 92.7

92.4 94.3

8.24

Middletown .... 145.9 97.1 99 1 5 28 Portsmouth ..., 134.5 90.4 92.2 5.49 Springfield .... 140.1 90.1 91 9 10.75 Steubenville ... 170.2 92.9 94.8 7.52 Toledo ..... 128.2 949 96.8 40.32 Warren ..... 157.8 90.4 92.2 8.63 Youngstown ... 145.0 93.3 95.2 25.17

Mansfield ..... 154.7

Zanesville .... 134.1

 Oklahoma
 141.4
 96.8
 98.8
 189.97

 Bartlesville
 158.0
 94.5
 96.4
 2.94

 Muskogee
 142.4
 99.8
 101.8
 4.30

 Oklahoma City
 163.8
 96.4
 98.4
 38.69

 ★ Tulsa
 171.9
 99.3
 101.3
 32.02

 Oregon
 127.7
 94.0
 95.9
 167.12

 Eugene
 122.2
 91.5
 93.4
 7.98

 Portland
 120.5
 93.0
 94.9
 56.77

 ★ Salem
 145.7
 109.8
 112.0
 8.96

#### Pennsylvania

	133.5	95.4	97.3	976.79
* Allentown	142.8	99.7	101.7	16.65
Altoona	116.3	97.4	99.4	7.37
Bethlehem	131.9	95.8	97.8	6.72
* Chester	155.6	101.4	103.5	10.07
Erie	124.2	92.7	94.6	16.16
Harrisburg	140.6	96.9	98.9	16.08
Hazleton	112.5	94.7	96.6	3.84
★ Johnstown	132.0	98.6	100.6	9.70
Lancaster	144.7	94.3	96.2	10.72
* Norristown	198.3	107.8	110.0	7.18
Oil City	94.2	91.6	93.5	2.02
Philadelphia	124.2	97.0	99.0	214.28
Pittsburgh	118.3	92.3	94.2	84.12
Reading	122.8	95.1	97.0	13.92
Sharon	116.7	91.8	93.7	4.21
Scranton	108.4	96.7	98.7	12.07

### Rai e

— your sales by hitting Rhode Island's 100,000 "bonus market", through the Woonsocket Call. Woonsocket average family apparel buying exceeds the R. I. average by 20%! (SM '57 Survey). Sell this ABC City Zone and the surrounding industrial area with Woonsocket's one-and-only daily, the—

### WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S
PLUS + MARKET

## COLOR Plus Coverage Sells Altoona!

You'll paint a brighter sales picture in metropolitan Altoona if you add the magic of COLOR to your advertising in the Altoona Mirror.

Your color ad in the Mirror covers the Altoona city zone like a manyhued blanket, reaches better than 95% of the doorsteps in this \$135,-000,000 market.

Mirror lineage leadership reflects advertising results, too — more than 11,000,000 lines in 1957 including 280,672 in COLOR!

### Altoona Mirror

ALTOONA, PA.'S ONLY

NEWSPAPER

RICHARD E, BEELER Advertising Manager

### HIGH SPOT CITIES

FOR APRIL, 1958



(S.M. Fo	recast 1	or April	, 1958)	
			City	
	City	City	Nat'l.	
	Index	Index	Index	5
	1958	1958	1958	(Million)
	VS.	Vá.	VS.	April
	1948	1957	1957	1958
Pennsylvania	1 (ce	nt'd	)	
★ Wilkes-Barre	109.0	101.9	104.0	9.50
Williamsport	115.7	92.2	94.1	5.62
★ York	166.6	100.8	102.9	11.00
Rhode Island	132.7	98.8	100.8	76.03
Newport	126.0	91.5	93.4	3.11
* Providence	115.7	101.9	104.0	30.42
Woonsocket	117.5	91.7	93.6	5.02
South Caroli	ina			
	154.3	99.0	101.0	145.31
tharleston	163.6	101.8	103.9	11.89
★ Columbia	160.0	98.4	100.4	14.54
★ Greenville	163.5	103.6	105.7	12.47
Spartanburg	107.3	92.6	94.5	6.02
South Dakot	a			
	121.9	100.7	102,8	62.33
Aberdeen	106.6	96.9	98.9	3.42
* Rapid City	192.8	100.5	102.5	6.38
★ Sioux Falls	140.4	104.4	106.5	8.92
Tennessee	143.6	95.1	97.0	246.04
Chattanooga	142.3	94.9	96.8	19.57
Knoxville	139.4	96.5	98.5	20.10
Memphis	134.9	93.8	95.7	51.36
★ Nashville	165.7	99.9	101.9	32.42

### NEWPOKI

#### RHODE ISLAND'S RICHEST MARKET

82% of Newport County's population are beyond the effective influence of outside newspapers . . . live in the city zone and are influenced by the Daily News, which covers 74% of the city zone's homes, 63% of the county's. It's the only way to sell the state's richest market. Get your full share of its \$62,080,000 sales, tap the optional purchasing power in its \$128,589,-000 income . . . through

### The Newport Daily News

Newport Country's Only Daily

Largest Circulation in Southern Rhode Island

Represented by The Julius Mathews Special Agency, Inc.

#### RETAIL SALES FORECAST

(S.M. Forecast for April, 1958)

		City	
City	City	Nat'l.	
Index	Index	Index	\$
1958	1958	1958	(Million)
VS.	VS.	VS.	April
1948	1957	1957	1958

Texas	158.7	97.8	99.8	848.45
* Abilene	167.2	108.2	110.4	8.43
★ Amarillo	177.1	100.8	102.9	16.03
* Austin	158.2	100.9	103.0	17.49
* Beaumont	156.8	103.2	105.3	14.76
Corpus Christi .	196.9	97.5	99.5	20.01
★ Dallas	179.7	98.5	100.5	92.16
★ El Paso	213.8	107.0	109.2	24.97
Fort Worth	150.4	94.4	96.3	45.30
Galveston	102.6	92.9	94.8	6.96
Houston	175.7	95.5	97.4	99.83
★ Laredo	142.0	104.5	106.6	4.47
* Lubbock	178.7	98.2	100.2	15.35
* Port Arthur	187.8	110.8	113.1	9.60
* San Angelo	158.8	103.1	105.2	7.53
* San Antonio	157.8	100.0	102.0	49.12
Texarkana	125.1	94.3	96.2	5.25
★ Tyler	157.6	100.3	102.3	7.17

Utah	162.1	99.2	101.2	77.07
★ Ogden	152.0	100.7	102.8	8.65
* Salt Lake City .	183.6	100.1	102.1	32.99

130.5 100.3 102.3

11 79

35.73

Waco ...... 146.4 97.9 99.9

Wichita Falls . . 156.6 97.5 99.5

★ Burlington .... 134.8 100.7 102.8 ★ Rutland ..... 127.1 102.3 104.4 3.04

Vermont

Virginia '	161.3	97.0	99.0	293.33
Danville	123.8	93.7	95.6	5.31
Lynchburg	125.6	94.5	96.4	6.23
Newport News	129.8	97.4	99.4	7.72
Norfolk	158.0	96.3	98.3	30.00
Portsmouth	157.9	96.7	98.7	8.61
* Richmond	133.3	98.8	100.8	34.67
* Roanoke	135.5	104.1	106.2	12.58

Washington	141.2	96.7	98.7	256.74
* Bellingham	106.8	99.4	101.4	3.88
Everett	132.1	97.1	99.1	6.12
★ Seattle	156.5	99.5	101.5	78.75
Spokane	145.2	95.5	97.4	23.55
Tacoma	135.9	91.9	93.8	19.04
★ Yakima	125.7	99.1	101.1	8.29

West Virgini	a			
•	131.3	97.0	99.0	138.50
* Charleston	142.6	101.0	103.1	16.27
* Huntington	151.8	98.9	100.9	12.06
Wheeling	118.7	90.7	92.5	8.31

	consi		139.9	98.4	100.4	368.66
1	tenasha	****	156.3	96.9	98.9	6.17
Bel	oit-Janes	ville.	136.5	93.0	94.9	8.26

#### RETAIL SALES FORECAST

2.191.	Loierage	IOI Apri	1, 22301	
			City	
	City	City	Nat'l.	
	Index	Index	Index	5
	1958	1958	1958	(Million)
	VS.	VE.	VS.	April
	1948	1957	1957	1958

#### Wisconsin (cont'd)

★ Green Bay	153.4	98.0	100.0	9.31
Kenosha	132.5	95.2	97.1	6.60
★ La Crosse	137.9	99.5	101.5	6.83
★ Madison	163.9	102.2	104.3	16.08
★ Milwaukee	144.0	100.6	102.7	92.66
Oshkosh	124.6	97.5	99.5	5.78
Racine	126.6	97.5	99.5	9.12
Sheboygan	128.3	95.8	97.8	5.45
Superior	124.4	97.9	99.9	3.58

Wyoming	146.5	104.4	106.5	37,18
★ Casper	200.9	104.9	107.0	6.43
★ Cheyenne	165.0	106.0	108.2	5.72

#### RETAIL SALES FORECAST

(S.M. Forecast for April, 1958)

		City	
City	City	Nat'l.	
Index	Index	Index	8
1958	1958	1958	(Million)
VS.	VS.	VS.	April
1951	1957	1957	1958

#### CANADA 139.6 96.0 100.0 1,200.20

Alberta				
Calgary	134.4	89.9	93.6	19.88
Edmonton	124.5	91.9	95.7	21.63

British Cole	umbia			
★ Vancouver	. 152.2	96.3	100.3	57.86
<b>→</b> Victoria	179.3	113.5	118.2	13,48

Manitob	a				
Winnipeg		110.0	95.3	99.3	27.98

New	Bru	nsw	ick			
* Saint	John		158.3	111.1	115.7	7.23

Nova S Halifax	Scotia	93.1	97.0	10.03

Ontario				
Hamilton	123.1	95.8	99.8	23.12
★ London	134.3	98.7	102.8	13.89
★ Ottawa	120.1	97.6	101.7	20.50
* Toronto	149.1	98.7	102.8	122.78
Windsor	105.2	88.2	91.9	11.29

*	Toronto	*****	143.1	20.7	102.0	122.10
	Windsor	*****	105.2	88.2	91.9	11.29
	uebe		7.42.4	96.0	100.0	118.92
*	Montreal	****	142.4	90.0	100.0	110.96
	Quebec		124.5	92.9	96.8	16.63

★ Regina ...... 138.3 98.4 102.5

Saskatchewan

### **SALES GAINS & LOSSES**

The number of companies reporting 1957 sales declines in Sales Management's sales gain & loss compilations reaches its highest point with this issue. Of 114 companies reporting, 63 show sales gains while 51 have had sales declines over the last comparable period. Biggest loss in this survey was experienced by Phelps Dodge Corp., with 1957 sales of \$287.0 million vs. \$418.7 million in '56. This was attributed to the big plunge copper prices took and a cutback in production. On the brighter side, two firms report 1957 sales increases of over 100% vs. 1956. They are Brunswick-Balke-Collender Co. and Chance Vought Aircraft, Inc.

UP-	-63			Company Pe	riod	1957
Company Pe	eriod	1957	1956	General Baking Co.	yr.	159.2
company re	riou	1331	1330	Georgia Pacific Corp.	yr.	147.6
Aluminum Company of				Halald On		25.0
America	yr.	869.3	864.4	Haloid Co.	yr.	25.8
American Bosch Arma	yr.	134.3	122.2	Harsco Corp.	yr.	90.6
American Machine &				Hewitt-Robins, Inc.	yr.	57.3
Foundry Co.	yr.	227.5	175.7			
American Machine &				Johnson & Johnson	yr.	263.0
Metals	yr.	44.9	39.5	16.11 6		0300
American Metal Products				Kellogg Co.	yr.	213.2
Co.	yr.	72.5	65.1	1 (AL ) 0 0		
American Optical Co.	yr.	78.1	75.6	Lowenstein (M.) & Sons,		400 0
Anchor Hocking Glass Corp	1. yr.	125.0	120.0	Inc.	yr.	460.8
				Mallory (P. R.) & Co.		77.5
Beck (A. S.) Shoe Corp.	yr.	61.3	55.1		yr.	130.3
Boeing Airplane Co.	yr.	1,596.5	1,006.3	Melville Shoe Corp.	yr.	130.3
Borg-Warner Corp.	yr.	608.5	598.6	Minnesota Mining & Mfg. Co.		370.1
Bruning (Charles) Co.	yr.	38.3	37.3		yr.	3/0.1
Brunswick-Balke-Collender				Minneapolis-Honeywell		324.8
Co.	yr.	122.6	51.4	Regulator	yr.	
Butler Bros.	yr.	139.4	124.4	Motor Wheel Corp.	yr.	64.7
				Mount Vernon Mills, Inc.	AL.	44.8
Carey (Philip) Mfg. Co.	yr.	69.8	69.4	Makings Automobiles Fibers		47.2
Ceco Steel Products Corp.	yr.	78.5	73.1	National Automotive Fibres		47.3 147.5
Chance Vought Aircraft,				National Cylinder Gas Co.		
Inc.	yr.	237.2	118.1	National Tea Co.	yr.	681.1
Chicago Pneumatic Tools						
Co.	yr.	90.3	83.3	Pfizer (Chas.) & Sons,		007.7
Crown Cork & Seal Co.	yr.	115.9	115.0	Inc.	yr.	207.1
Curtiss-Wright Corp.	yr.	598.6	571.0	Pittsburgh Consolidation		
				Co.	yr.	365.6
*Dayton Rubber Co.	3 mo.	18.2	16.3	Pittsburgh Forgings Co.	yr.	45.5
Decca Records, Inc.	yr.	31.7	26.8	Pittsburgh Plate Glass		600 G
Dictaphone Corp.	yr.	36.0	35.2	Co.	yr.	620.8
du Pont (E.1.) de Nemour	2			DI M/- D-		300 5
& Co.	yr.	1,965.0	1.888.0	Rheem Mfg. Co.	yr.	188.5
				Richfield Oil Corp.	yr.	255.3
Electric Storage Battery						
Co.	yr.	141.9	135.4	Schering Corp.	yr.	80.6
Ekco Products Co.	yr.	59.9	57.3	Shattuck (Frank G.) Co.	yr.	54.9
Evans Products Co.	yr.	45.7	43.5	Standard Oil Company		
Ex-Cell-O Corp.	yr.	168.8	150.2	of California	yr.	1,740.0
				Standard Packaging Corp.		37.3
Federal-Mogul-Bower				Sun Chemical Co.	yr.	45.2
Bearings, Inc.	yr.	109.0	100.6			
Fenestra, Inc.	yr.	49.2	48.3	United Aircraft Corp.	yr.	1,232.9
Foote Mineral Co.	yr.	24.8	24.7			50.0
				Warner & Swasey Co.	yr.	56.3
Gardner-Denver Co.	yr.	72.8	64.0	Westinghouse Air Brake Co.		236.9
* means figures a	re for	1050	- 1057	Whirlpool Corp.	yr.	402.3

\* means figures are for 1958 vs. 1957 Figures are shown in millions of dollars.

### "Dress Up" Your Sales Meetings

Themes for Sales Meetings and Sales Campaigns; Conventions, Parties, FREE Folders on Requests showing "Garvival", "Pirab", "Gay Nineties", "Indian" Theme Ideas.

ORGANIZATION SERVICES Inc. 10200 Grand River, Detroit 4, Mich.

#### INCREASE YOUR PRESTIGE

It pays off! Exciting, profitable things can happen to the man whose book is published under our plan. He gains recognition. Our books are written up in the N. Y. Times, Saturday Review, Winchell, Ladies' Home Journal and all key media.

FREE! The behind-the-scenes story of book publishing revealed in two brochures. Learn how you can get 40% royalties, local-national publicity and greater social-professional stature. Prompt editorial appraisal of manuscripts. Write S. Pest, Exposition Press, 386 4th Ave., N. Y. 16

Sun Chemical Co. yr. 45.2 42 United Aircraft Corp. yr. 1,232.9 952	7.3
United Aircraft Corp. yr. 1,232.9 952  Warner & Swasey Co. yr. 56.3 55  Westinghouse Air Brake Co. yr. 236.9 214  Whirlpool Corp. yr. 402.3 390	3.5
Warner & Swasey Co. yr. 56.3 55 Westinghouse Air Brake Co. yr. 236.9 214 Whirlpool Corp. yr. 402.3 396	2.3
Westinghouse Air Brake Co. yr. 236.9 214 Whirlpool Corp. yr. 402.3 390	8.5
Westinghouse Air Brake Co. yr. 236.9 214 Whirlpool Corp. yr. 402.3 390	5.9
Whirlpool Corp. yr. 402.3 390	1.6
	).9
Alco Products, Inc. yr. 160.6 170	
	0.3
*Alden's, Inc. yr. 97.9 102	2.3
American Maize-Products	
Co. yr. 37.9 38	5.0
American Radiator &	
Standard Sanitary Corp. yr. 368.7 401	1.3
	3.8
Beech-Nut Life Savers.	
Inc. yr. 110.3 122	2.2
Bliss (E. W.) yr. 73.5 85	5.8
	2.4
Calumet & Hecla, Inc. yr. 56.7 66	5.6
Cannon Mills Co. yr. 194.1 206	5.4
Clevite Corp. yr. 71.3 73	3.5
Congoleum-Nairn, Inc. yr. 48.7 53	3.4
Corning Glass Works yr. 159.0 163	0.0
Dennison Mfg. Co. yr. 40.9 42 Du Mont (Allen B.)	2.8
	7.4
Eastern Stainless Steel	
Corp. yr. 47.3 49	1.7
*Firestone Tire & Rubber	

3 mo.

yr. 3 mo.

Co. Florence Stove Co.

Company	Period	1957	1956
General Cable Co	rn, yr.	172.7	186.6
*General Shoe C	corp. 3 mo.	54.9	57.6
Hammermill Pape	er Co. yr.	44.4	49.1
Howard Smith Pa	per Mills yr.	103.0	104.4
Link-Belt Co.	yr.	163.4	163.9
Loft Candy Corp.		17.0	17.2
Ludlow Mfg. & S	iales Co. yr.	49.1	49.9
McCarmick & Co	o. yr.	36.4	36.6
Mengel Co.	yr.	34.0	44.6
Merritt-Chapman	& Scott		
Corp.	yr.	354.3	374.0
*Miehle-Goss-Dext		13.5	16.7
Motorola, Inc.	yr.	226.3	227.5
*National Bellas			
Inc.	6 mo.	25.7	26.3
National Lead Co	yr.	535.3	576.2
Oxford Paper Co	yr.	58.6	61.6
Penick & Ford, L	.td., Inc. yr.	52.9	53.5
Phelps Dodge Co		287.0	418.7
Pittsburgh Coke &	£		
Chemical	yr.	54.1	59.6
*Reliance Electric			
Engineering Co Revere Copper &		21.6	25.2
Inc.	yr.	199.6	250.4
Robertshaw-Fulton		71.2	72.6
St. Regis Paper		360.9	370.0
Scovill Mfg. Co.		129.6	146.4
Stanley Works	yr.	95.0	98.8
Stauffer Chemica		156.8	159.0
*Stevens (J. P.)		84.8	95.8
Stewart-Warner (		11.9	121.2
Studebaker-Packa Sutton (O. A.) C		213.2	303.0
Inc.	yr.	37.9	38.3
Texas Gulf Sulph	nur Co, yr.	66.8	84.5
Underwood Corp.	yr.	83.4	85.7
Van Raalte Co.	yr.	30.3	31.3

1956 121.3 23.5 76.3 249.4 210.6 440.4 68.3 126 1 330 8 287.9 40.0 45.9 140.2 617.6 178.3 335.5 37.5

596.5

173.9 254.0

72.0

268.0

31.7

250.2

#### WANTED PREMIUM SALESMEN

If you now call on manufacturers, distributors, or advertising agencies—add another string to your

bow. To your customers our brand new syndicated premium program for dealer loaders, or incentive plans—repeat business—protected territories—all inquiries in confidence, Box 3383.

#### MARKETING EXECUTIVE

Graduate engineer with 10 years experience in Marketing Management involving Sales. Advertising, Promotion, Personnel Develogment. Sales Administration, Product Planning of special engineered equipment seld to metal working industry. Experience in both direct sales and distributor sales. Seeking new challenge in industrial or commercial field. Location immaterial. Salary negotiable. Box 3383

### GENERAL MANAGER

1

We are a small division of a multiplant manufacturer, located in northern Illinois and making a laminated product sold as component to end product manufacturers of both industrial and consumer goods. Our need is for a strong administrator with a sales management background. Experience must be in products sold to manufacturers, either metals or plastics components. Excellent opportunity to move to top position. Age 35-50. Bus. adm. and/or marketing training preferred. Appropriate compensation. Your background will be considered in complete confidence. Box 3385

Advance Furnace Company	ADVERTISERS' INDEX	Mursteller, Rickard, Gebhardt & Reed, Inc. 13 McCall's Magazine
Aircraff & Missiles	This Index is provided as an additional service. The publisher does not assume any liability for errors or omissions.	Meridan Record Journal
Agency: McDaniel Fisher & Spelman Company Altoone Mirror		Middletown Press 120 Midwest Purchasing Agency 115 Agency: Baisch Advertising Agency Minneapolis Star & Tribune 8
American Telephone & Telegraph Company (Long Lines)	0	Agency: Batten, Barton, Durstine & Osborn, Inc.  Moline Dispatch-Rock Island Argus 99
Anchor Hocking Glass	Sales Management	Agency: Člem T. Hanson Company  Monsanto Chemicals Company
Battle Creek Inquirer		NBC-Radio1
Bell & Howell Company28-29-87 Agency: McCann-Erickson, Inc.		Agency: Grey Advertising Agency, Inc.  National Blank Sook
Bethlehem Globe-Times		National Van Lines, Inc
Better Homes & Gardens	ADVERTISING SALES	Nation's Business
Bild Brothers Publishing Co	VICE-PRESIDENT, SALES	New London Day
Boca Raton Properties, Inc	Randy Brown, Jr.	Newport News
Buffalo Courier-Express	SALES PROMOTION MANAGER	Agency: Harry Atkinson, Inc. New York Times
Business Week	Philip L. Patterson	Agency: Norman D. Waters Norristown Times Herald
	And to Vice Breeldest Sales	Agency: St. George & Keyes, Inc. Norwalk Hour
Campbell Ewald Company	Asst, to Vice-President, Sales Cecelia Santoro	Norwick Bulletin
Chicago Daily News	ADV. SERVICE MANAGER	Orchids of Hawaii, Inc
Chicago Tribune	Madeleine Singleton	Organization Services
Cleveland Plain Dealer	PRODUCTION MANAGER	Orlando Sentinal & Star
Copeland Displays, Inc	Virginia New	Portland Press Herald Express 122
Agency: Harry W. Graff, Inc.		Realist, Inc 72
Dell Publishing Company 5 Agency: Fuller & Smith & Ross Inc. Detroit Free Press 109	DIVISION SALES MANAGERS	Agency: Calkins & Holden, Inc.  Rome Sentine! 123  Rotarian 72  Agency: Fuller & Smith & Ross, Inc.
Agency: Karl G. Behr Advertising Agency  Diamond Gardner	New York—W. E. Dunsby, Wm. McClenaghen, Charles J. Stillman,	
Agency: Kirchner, Helton & Collett, Inc.  Dun & Bradstreet, Inc.  67  Agency: Albert Frank-Guenther Law, Inc.  Dow Chemicals Company  Agency: MacManus, John & Adams, Inc.	Jr., John C. Jones, Elliot Hague, Howard Terry, Robert B. Hicks, Dan Callanan, 386 Fourth Ave., New York	Sales Meetings
Agency: MacManus, John & Adams, Inc.	16, N. Y. LExington 2-1760.	Sales Tools, Inc
Elks Magazine 9 Agency: The McCarty Company	Chicago—C. E. Lovejoy, Jr., West-	San Diego Union & Tribune
Elyria Chronicle Telegram	ern Advertising Director; W. J. Car- michael, Western Sales Manager; Thomas S. Turner, John W. Pearce,	Saturday Evening Post
Exposition Press	333 N. Michigan Ave., Chicago I, III., STate 2-1266; Office Mgr., Vera	South Bend Tribune
Farm Journal	Lindberg.	St. Paul Dispatch-Pioneer Press 92. Agency: E. T. Holmgren, Inc.
Agency: Louis & Gilman, Inc. First 3 Markets Group 74	Pacific Coast—Warwick S. Carpen- tor, 15 East de la Guerra, Santa Bar-	Successful Farming
Agency: Anderson & Cairns, Inc.	bara, Calif., WOodland 2-3612.	Sweet's Catalog Service
Gardner, Robinson, Stierheim & Weis, Inc. 85 Agency: Smith, Taylor & Jenkins, Inc.		TY-Guide 32
General Aniline & Film Corporation46-47 Agency: Benton & Bowles, Inc.		TV-Guide
General Outdoor Advertising Company		Agency: Rogers & Smith Advertising Agency
Agency: McCann-Erickson, Inc.  Graftex, Inc	Hile Damroth, Inc	United Air Lines
Greenbrier and Cottages	Industrial Distribution	WDIA-Radio 2
Greensboro News-Record	Agency: Royal & DeGuzman Industrial Equipment News	WDIA-Radio 2 Agency: Brick Muller & Associates WTAR 74-75
Grit Publishing Company	Agency: Tracy, Kent & Company, Inc.	Agency: Lindsey & Company
Gulf Publishing Company	Kem Plastic Playing Cards, Inc	Wall Street Journal
•	Kiplinger Washington Agency (Letter) 86 Agency: Albert Frank & Guenther Law, Inc.	Wheaton Van Lines, Inc
Hamilton Watch Company	Life Magazine	Agency: Gordon Schonfarber & Associates
Heina Company	Agency: Young & Rubicem, Inc. Little Falls Times	Young & Rubicam 26
APRIL 4, 1958		127

### TODAY'S ADVERTISING

Policies . Trends . People

by Lawrence M. (Mike) Hughes

#### Voodoo

A returning Caribbean vacationer reports on voodoo at Port-au-Prince. As the tourists enter the priest steps up his incantations to evoke the spirit. When the seats are filling he starts to mix a magic potion for the pot on the fire before him.

On this night the priest produced a cardboard box from which he spooned vigorously. In the eerie light our witness could read the label: "Nestlé Quick."

### Knowledge

My Cleveland daughter-in-law, Barbara, urges me to do something about encyclopedia salesmen. Several have called her to "make a survey" among younger parents for a "children's study program."

She also is told that, from everyone in Cleveland, she and Michael have been chosen for a Special Offer. When she fails to succumb she learns, in effect, that she does not love her child. The child, Patricia, is 10 months old.

### Contests

Harder sell may mean stronger come-ons. Or lures. Wonder why I work for a living.

Speaking of living, General Motors offers \$100,000 in an "aim to live" contest for safer night driving. I had to be careful with this three-pager because, on one reverse side, Mail Pouch Tobacco was offering "a son of Count Fleet plus \$1,000" for Kentucky Club's annual Derby Day event. Should I fail to win Count Fleet, Jr., I still could settle for one of the 1,000 "real live ponies" given away by Ford's Edsel on NBC-TV's "Wagon Train." Ralston Purina does not give dogs with its new Purina Dog Chow, but \$50,000 in prizes for naming them.

My chances are less to win one of the four MGA sports cars for going to one of the 700 dealers listed for an entry blank to tell why I like new Pedwin Squires shoes, of which frankly, until then, I'd never heard. So I'll apply myself to Schick Injector's "\$1,000,000 giveaway." In this "everybody wins a prize worth at least \$1, and somebody gets "a resort business or \$25,000 in cash."

I'll let my wife tell, for a collective \$100,000 in Hotpoint products, "why no other ketchup tastes like Heinz." Even should she be outpointed, she's *sure* to get that 32page book on "57 Prize-Winning Recipes."

Nowadays, even ad men can win: There's that 1925 Stutz for guessing *Satevepost's* circ. (Recently 5,871,-000.) Or those two Chevrolet Corvettes, just picked up by NBC Spot salesmen for radio and TV efforts.

Being hard of hearing, I'm pleased to note that Audivox offers \$30,000 worth of free "aids."

In St. Louis recently I noted that rewards are offered also for *saving*: free five-piece place sets of Melmac dinnerware.

On the air contests become giveaways.

Arthur Godfrey on CBS now draws "talent" with a \$5,000-a-week come-on. American Tobacco runs a \$200,-000 mystery tune enigma for Hit Parade cigarettes on NBC and in print media, and gives random dollars in "Make Me Laugh" for Tareytons on ABC.

### So Big

Family Circle, acquiring Everywoman's, now boasts five million grocery-store circulation . . . Reader's Digest gets racked with TV Guide at 100,000 check-out counters, to boost respective circulations above 12 million and 6.2 million . . . But Hearst asks whether "expanding circulations are economically unsound" and shows that, over 25 years, cost per M. of six of its magazines has declined 15% . . . And Farm Journal cuts off 330,000 amateur farmers, and reduces one-time national b&w page rate.

### Media (Misc.)

TV Guide, by the way, has saved ARF's proposed Consumer Magazine Audience Study by offering to contribute \$150,000 to it . . . SEP and 170 wholesalers join in a "Vacation Values" promotion through 6,000 drug stores . . . Redbook sparks "Easy Living" in 1,800 stores in 42 super shopping centers . . . DMAA puts direct mail volume in 1957 at \$1.7 million—up 4% from 1956 but nearly  $3\frac{1}{2}$  times since 1947 . . . Station Reps. Assn. shows that national spot radio last year rose 26.5% to \$184 million.

The waning movie theatres may put veteran Edward John Noble (Beech Nut-Life Savers) back at the helm of American Broadcasting-Paramount Theatres, Inc.

### **Advertisers**

At Chicago's Sheraton hotel I was surrounded by proclamations: "America Swinging to Edsel." Ford V-P Jim Nance himself was swinging around the country to tell dealers of this and "an intensive merchandising and advertising campaign." The Iowa Edsel dealer for whom I poured tea, was glad that he was also selling Fords.

That quaint elderly weaver character "Mr. Smith," just introduced by Alexander Smith carpets, was picked by Smith's agency, Fletcher D. Richards, Inc., when he happened to drop in on his regular job as messenger for Lawrence C. Gumbinner Advg. Agency.

Wilson meats will appear on 1,500 outdoor posters in a "wave" plan to blanket the Los Angeles area, and in Chicago recently Polk Bros., home products retailer, used 650 posters. . . . Revlon woos males with a new Top Brass hair dressing.

Muzak's "planned music service" for factories, offices, etc., is "heard but not listened to." . . . The Motivation Research Committee of ARF asks subscribers for "memoranda on subliminal advertising . . . for anonymous use."

### The New York Times pulls

# "far more inquiries than any other of the 35 newspapers used"



Like most other Florida communities, Bradenton is booming. And one big reason is the advertising by the city's Chamber of Commerce in The New York Times.

John L. Douglas of the John L. Douglas Associates advertising agency tells about it.

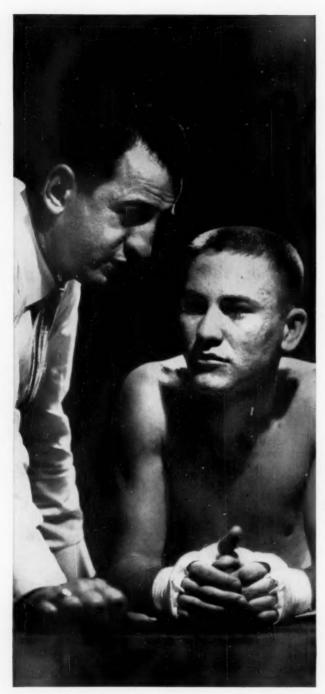
"In the 1957-58 season, as usual, The New York Times is receiving the largest number of insertions from the Bradenton Chamber of Commerce.

"Last year The Times pulled far more inquiries than any other of the 35 newspapers used.

"This is nothing new. I believe The New York Times has always produced more replies for Bradenton. Our advertising last year was the most successful in history, despite a reduced budget. I am sure that record will be broken this year, since we have doubled our insertions in The Times."

This is one more typical example of the powerful impact and pull of The New York Times. It is this ability of The Times to sell such a variety of products and services that has led advertisers for 39 years to make The New York Times the leading advertising medium in the world's greatest market.

Above: John L. Douglas (I.) confers with Ed H. Price, Jr., Bradenton Chamber of Commerce Advertising Committee.



Ronnie Ratliff gets last minute instructions from his manager, Bill Robicheaux, before entering the ring for the championship bout in the 112-lb. Division in 31st Annual Golden Gloves Finals, March 5, 1958.

# IO MINUTES TO FAME

The stakes are high!

Pugilistic fame and sport page headlines for a determined young gent with rosin in his dreams.

Since 1928, many a young leather pusher has springboarded to fame from the Golden Gloves Tournament. Close to 2,000,000 fans watched and cheered them! And this great Tribune-originated, Tribune-sponsored event has done much to make amateur boxing one of the nation's most widely followed sports.

Whether it's selling a sports event or the products of industry, the Tribune has the punch and the power needed for success.

In Chicago and suburbs more families read the Tribune than read the top 7 national weekly magazines combined. More than 6 times as many Chicagoans turn its pages as turn on the average evening TV show.

How does the Tribune's selling power stack up against other Chicago newspapers? Here's your answer from Chicago department stores. In 1929, they invested 36.5% of their newspaper advertising dollars in the Tribune.

In 1957, this investment had increased to 55.2%,

a \$9 million vote of confidence in the Tribune's greater ability to produce results.

The Tribune's lead in department store advertising over the second paper last year was \$6,460,620 or 185.3%. Why not put the Tribune to work for you, too?

The Tribune can do almost anything in Chicago